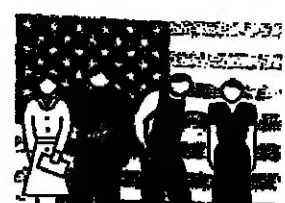


# FINANCIAL TIMES



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Weekend FT  
Japanese break  
with tradition

World Business Newspaper

FRIDAY MARCH 15 1996

## France pinpoints Chartres for third Paris airport site

The third airport for Paris should be built south-west of the French capital close to the cathedral city of Chartres, a government commission recommended. Jacques Doufflaque, a former transport minister, said his commission group had picked an area encompassed by the communes of Santeuil, Beaulieu and Sainville, in the Eure-et-Loire département, for the airport, due to be built in the next century. The announcement was greeted with disappointment in the Picardie, Haut Normandie and Central regions, which had proposed rival sites and lobbied strenuously for them over the last few months. Page 18

### US backs Bosnia weapons meeting

US and Turkish officials will today host a conference on providing military aid to Bosnia, amid strong European complaints that the rearmament plan is likely to undermine the peace process. The conference has been criticised by the French foreign ministry, which said the priorities in Bosnia should be stability and reconstruction rather than weapons procurement. It has also been deplored by officials close to Carl Bildt (above), the international mediator. In defence of the conference, US officials have said that military aid to Bosnia was clearly envisaged in the Dayton peace agreement. Page 18

**Yeltsin to crack down on civil servants:** The Kremlin is planning a crackdown on civil servants who have abused their positions on the boards of partially privatised companies, a senior presidential adviser said. Page 2

**STR to accelerate non-core divestment:** STR, the industrial conglomerate, said it would accelerate its withdrawal from non-manufacturing operations after reporting a 6 per cent increase in full-year profits. Page 19; Lex, Page 18

**Forbes endorses Dole campaign:** Steve Forbes, bowed out of the race for the Republican presidential nomination and endorsed Senator Bob Dole for the task of trying to unseat Bill Clinton in November. Page 18; Could do better, Page 16

**Deutsche Telekom's mobile telephone arm:** DeTeMobil will lead a consortium which has won a stake in a Czech GSM digital mobile telephone licence, one of two being offered to introduce competition to the market for the first time. Page 18

**Olympic Airways head sacked:** Greece's transport minister, Haris Katsanidis, sacked the chairman of Olympic Airways, the troubled state carrier, and said he would replace the board of directors because of "administrative problems" in running the airline. Page 2

**British forecasts six to seven in Euro:** A "critical mass" of four or five countries would join France and Germany in adopting a single currency in 1998, Sir Leon Brittan, the EU trade commissioner, said at a conference in London on European monetary union. Page 2

**Siemens Mindorf, the computing subsidiary of Germany's Siemens group, has acquired a 10 per cent equity stake in Vobis, another German PC manufacturer. Page 21**

**BASF, the German chemicals company, announced the acquisition of a DM500m (\$670m) majority stake in Hokuriku Sanyo, a Japanese drugs company. Page 19**

**Prices down despite faster US growth:** US wholesale prices fell last month for the first time since last June, indicating that inflation remains subdued in spite of recent evidence of faster economic growth. Page 4; Currencies, Page 25; World stocks, Page 40

**Planning American investment trust:** The US Environmental Protection Agency had formally instituted proceedings against it in a claim for the costs of cleaning-up a polluted site in Slidell, Louisiana. Page 26

**The National Power Corporation, the Philippines' largest state-owned company, which is due to be privatised in the next 12 months, saw net profits tumble 36 per cent to 3.9bn pesos (\$148m) last year as a result of higher fuel prices and lower subsidies. Page 23**

**World Cup Cricket:** Australia beat the West Indies by five runs in their semi-final match in Chandigarh, India, and now meet Sri Lanka in Sunday's final in Lahore, Pakistan.

STOCK MARKET INDEXES			
New York: Dow Jones Ind. Ave.	5,692.18	(+40.49)	
NASDAQ Composite	1,065.16	(+6.52)	
Europe and Far East			
UK: FTSE 100	5,691.8	(+41.1)	
HK: Hang Seng	10,242.49	(+111)	
Nikkei 225	15,923.65	(+188.08)	
US LUNCHTIME RATES			
Federal Funds	5.1%		
3-month Treas. Bill	5.062%		
Long Term	5.9%		
Yield			
OTHER RATES			
3-month interest	6.1%	(6.14)	
UK 10 yr Gilt	6.5%	(6.52)	
France 10 yr OAT	103.82	(103.82)	
Germany 10 yr Bund	96.51	(96.51)	
Japan 10 yr JGB	98.59	(98.59)	
EURO AREA OIL (Argus)			
Brent 10 day (Apr)	\$19.01	(19.11)	
Tokyo close	¥105.3		

Albania	US 220	Greece	DM 100	Lithuania	US 15.00	Qatar	QR 10.00
Austria	Sc 70	Greece	DM 100	Latvia	LV 175	S. Arabia	SR 12
Bahrain	Sc 120	Hong Kong	HK 100	Malta	ML 100	Singapore	SG 10
Belgium	SP 100	Hungary	DM 100	Morocco	MD 100	Spain	SP 10
Bulgaria	Lev 100	India	IN 100	Neth.	FL 100	S. Africa	SP 10
Cyprus	£ 100	Italy	IT 100	Norway	NOK 100	Sweden	SE 10
Czech Rep.	1000	Japan	¥ 100	Denmark	DKK 100	Switzerland	CHF 100
Denmark	DKK 100	Italy	IT 100	France	FF 100	Turkey	TL 100
Egypt	£ 100	Japan	¥ 100	Poland	PLN 100	Ukraine	UAH 100
Finland	FM 100	South Korea	₩ 100	Portugal (prated)	Escudo	US 100	
France	FF 100	Norway	NOK 100	Spain	PS 100	US 100	

## Investments abroad nearly double to \$33bn to combat effects of strong D-Mark

# German groups look overseas

By Andrew Fisher in Frankfurt

Investments abroad by German companies nearly doubled to a record DM50bn (\$33bn) last year, as they spent heavily to develop business in foreign markets, to avoid increasing German costs and to combat the effects of the strong D-Mark.

But foreign companies were more reluctant to invest in Germany, according to figures in the Bundesbank's monthly report. It said the increasing gap between investment flowing away from and into Germany was "widely viewed with concern" as a cause of job reduction.

Combined with a weak economy and record unemployment, the data will fuel the debate about German competitiveness and its innovative strength. Further evidence of a slowdown came with a 0.4 per cent drop in manufacturing orders in January over December.

The DM50bn invested by German companies abroad compared with DM27bn in 1994 and a previous peak of DM39bn in 1991. Foreign investment in Germany rose sharply from DM1bn to DM13bn, but this still left a record net deficit of DM37bn, against DM28bn in 1994.

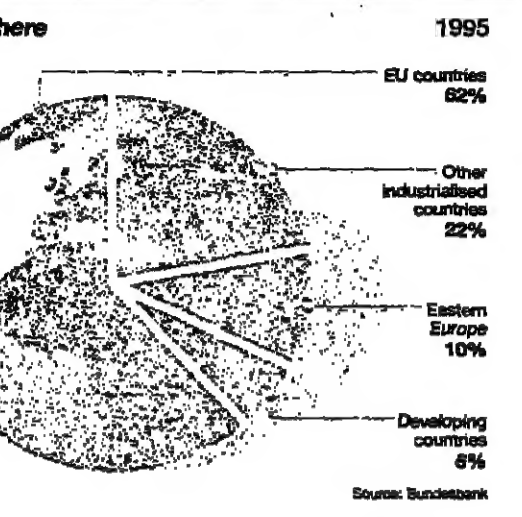
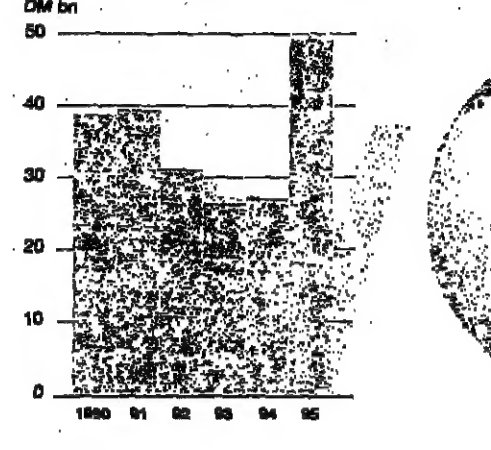
The central bank said the relatively low level of foreign investment in Germany was a sign of the country's reduced attraction for industry.

"Germany seems to be participating less than other countries in the continuing internationalisation of production," the bank said.

However, the Ifo economics research institute said Germany was unlikely to slide into recession.

### German foreign investment

How much... and where



nies dependent on exports," the bank said.

Companies also took advantage of the opening up of previously restricted markets such as eastern Europe.

In addition, sectors like utilities, telecommunications and finance were being made free opened to outside investment in many countries.

More than 80 per cent of the foreign investment was in Germany's biggest export markets. Just over 60 per cent was in the European Union, with a further 17.5 per cent going to the US.

The jump in German companies' foreign investments reflected several big transactions in 1995, though the bank did not name these.

Allianz, the insurance group, paid DM5bn for operations in Switzerland and Italy. Hoechst chemicals bought Marion Merrell Dow, the US pharmaceuticals company, for DM10.5bn and BASF chemicals spent DM2.1bn to buy the prescription drugs arm of Boots, the UK retailer.

The bank said it was increasingly necessary to be present in export markets with marketing and service networks.

"In these cases, direct investments maintain jobs in companies."

The economy should pick up in the second half with a growth rate of about 1.5 per cent for the full year. Yet, it stressed the need for wage moderation to curb unemployment and for government action to hold down taxes, reform the social security system and deregulate the economy, notably by relaxing shopping hours.

However, the Bundesbank said companies' increased foreign investments were also made to strengthen their position abroad and avoid currency risks associated with the strong D-Mark.

The bank said it was increasingly necessary to be present in export markets with marketing and service networks.

"In these cases, direct investments maintain jobs in companies."

German shop floors in flexibility deal, Page 2  
A strong bottom line, Page 21

## Deal reached to swap information on securities risks

By Richard Lapper in Boca Raton, Florida

International derivatives exchanges and their regulators will today announce agreements to exchange information on the exposure of their common members to excessive risks in different markets.

The accords are an attempt to reduce the risk to financial systems. They follow regulatory weakness exposed by the crisis at Barings bank which collapsed after sustaining losses of more than £500m (\$1.2bn) on the Okeas and Singapore exchanges.

Some 50 international exchanges and clearing houses have agreed to swap information about common members which appear to be building up risky or potentially excessive exposures.

The 14 regulators are signing a backup agreement which aims to ensure information is traded even when exchanges are limited from co-operating as a result of

legal constraints or commercial considerations.

"In these cases regulators will provide a conduit to ensure that information is passed on," said Mr John Mackenzie, head of supervision of derivatives exchanges and clearing houses at the UK Securities and Investments Board, the UK securities industry watchdog.

"There is a strong degree of consensus between regulators and exchanges about the issues which have to be addressed," Mr Mackenzie said. "The agreements show that the supervisory authorities and the industry are capable of identifying and addressing problems."

The SIB and the Commodity Futures Trading Commission, the US futures industry regulator, co-sponsored the regulators' initiative.

Because members of futures exchanges pay collateral -



Bill Clinton in Jerusalem yesterday during his third visit to Israel in 19 months where he pledged \$100m as part of an anti-terrorism pact with Israel. On his left is Israeli prime minister Shimon Peres and behind him secretary of state Warren Christopher. Report, Page 4

## Hoechst to separate drugs and chemicals businesses

By Jenny Luesby in Frankfurt

Hoechst, the world's largest chemicals company and fourth largest pharmaceuticals group, plans to separate its drugs and chemicals businesses in an attempt to give better value to shareholders.

The planned move would be in line with the global trend to separate the pharmaceuticals and chemicals industries. It follows the \$60bn merger announced last week by Sandoz and Ciba, the giant Swiss drugs companies; their combined company, Novartis, will spin off its chemical operations.

Outlining the Hoechst strategy Mr Jürgen Dormann, chairman, said: "I do not believe a pharmaceuticals business such as ours can sit comfortably inside a chemicals company."

In the first instance, the group was planning to "disconnect" the two businesses within the group, he said. It was still "doing its homework" on the next step, once this separation had been achieved. But options included a

spin-off of the drugs business and partnerships with other pharmaceutical producers.

The group would be in a position to separate the drugs business from early next year, with the integration of Marion Merrell Dow, acquired last year for \$7.1bn, expected to be completed by the end of 1996, 12 months sooner than planned.

The renamed Hoechst Marion Roussel (HMR) will be the fourth largest drugs producer in the world - after Novartis, Glaxo Wellcome and Merck - accounting for around a quarter of Hoechst group sales of DM52bn (\$35.1bn) a year.

However, Hoechst's capitalisation at DM26bn is substantially lower than its rivals in pharmaceuticals. This was not consistent with realising shareholder value, said Mr Dormann, and Hoechst was committed to achieving a valuation that was similar to its competitors.

HMR will not be the first Hoechst business to be ring-fenced within the group with a view to a change of status. Eight-

teen months ago the group set up its Trevira fibres business as a separate entity so that it could form partnerships within the fibres industry.

The group is also expected to unveil a large joint venture within its polymers business in coming weeks. The group's European business producing the plastics polyethylene and polypropylene was "still too small", it said.

"There is only room in this market for four to five large competitors, and we want to be one of them." One problem in achieving this was the company's dependence on outside suppliers for its raw materials.

Hoechst also yesterday detailed its results for last year. An 85 per cent increase in pre-tax profits, to DM4.1bn, on sales up 5 per cent, reflected the strength of the chemicals market at the beginning of the year, said Mr Dormann.

However, he said business in November, December and January had been "lousy".

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# Brussels sees the phone as a civil right

By Emma Tucker in Brussels

All EU citizens, however rich or poor and however remote their home, should have the right of access to affordable prices for telephone, fax and computer lines, the Commission said yesterday.

In response to fears in many EU countries that telecom liberalisation will lead to a worse service and higher bills, the Commission said all citizens should be allowed to participate in the information society from January 1 1998.

On this date, basic voice telephony - the last significant area of the telecom sector to remain under monopoly control - will be thrown open to competition. The plans are part of the Commission's overall ambition to establish a regulatory environment for the telecoms sector ahead of 1998.

The latest proposals entail some small legislative changes, but are mainly intended as a guide to member states, and the Commission itself as it develops the concept of universal service.

The question of basic public service, not just in the telecoms sector but in other utilities, is expected to be addressed at the forthcoming intergovernmental conference to revise the Maastricht treaty. The French government, under pressure from public sector unions, would like commitments to public service obligations to be written into the treaty as a safeguard against further liberalisation in sectors such as the post office, energy and rail transport.

The idea will be strongly

opposed by countries such as Germany and the UK, and even if some sort of declaration is drawn up it is unlikely to be binding.

"Public opinion in France is under the impression that the Commission is dismantling public service," said a commission official. "But the idea of a public service charter is more a gesture than anything else."

In its communication on universal service, the Commission proposes an amendment to existing legislation to make explicit the requirement that users should be able to afford their telephone connection.

However, "affordability" will be decided by the member states themselves, rather than at a European level.

Member states will be free to develop the concept of universal service beyond the Commission's definition, but not so far as to impose additional costs on those companies competing with the dominant operator.

The "affordability" requirement will not mean that prices cannot go up, added an official. "The principle of a competitive environment is that you adjust prices according to costs."

The Commission - the driving force behind liberalisation - also intends to allow the concept of universal service to evolve, as technology changes.

"In two years we will have to see how technology has developed and ask whether we need to extend the scope of universal service," said the official.

However, she added that it would be premature to define the full scope of universal service now, as this could result in households paying far more than they need for service.



Russian President Boris Yeltsin (above centre) demonstrating a new digital communications link for television in Moscow yesterday with the help of Italian President Oscar Scalfaro (bottom left), President Kim Young-sam of South Korea and the Ukrainian president, Mr Leonid Kuchma (bottom right)

## Yeltsin plans purge of companies

By Chrystie Freeland and Robert Corzine in Moscow

The Kremlin is planning a crackdown on civil servants who have abused their positions on the boards of partially privatised companies, a senior presidential adviser said yesterday.

The purge is part of a broader campaign against state corruption which Russian President Boris Yeltsin has launched in the run-up to June presidential elections, but it could dramatically alter the way Russian companies are run in the longer term.

Mr Alexander Livshits, the president's chief economic adviser, said that later this year the government planned to replace its bureaucrats with

professional managers, including foreigners, who would represent the state's interests on the boards of partially privatised companies.

Such a move could lead to serious confrontations between

one of Russia's least popular politicians.

"The representatives of the state in joint stock companies raise serious concerns for us," Mr Livshits said. "We plan to ask many of them - how are

war for wages is at its peak." He said the battle was so intense that government wage inspectors had asked to be armed at some factories. Mr Livshits conceded that all of the coun-

try's wage arrears, which he estimated at up to Rb18,000bn (\$3.75bn), would not be paid off by the June 16 presidential election but hoped voters would reward Mr Yeltsin for his clean-up.

"We understand that voters cannot be bought with their own salaries," Mr Livshits said. "But we want to respond

to a very understandable demand of the voters who say 'If you cannot give us money, then at least give us justice'."

Mr Livshits also said the Kremlin had a new plan to resolve another aspect of the debt crisis, the federal government's debts to the regions. He said some regions, including Krasnoyarsk, Samara and Nizhny Novgorod, would be offered repayment in the form of the government's shareholding in local enterprises.

Moscow's unpaid bills have already pushed many cash-strapped provinces to the brink of revolt. Yesterday the Primorsky region, on the Pacific coast, threatened to withhold taxes from the federal budget unless the centre pays its debt of Rb1,800bn by April.

Without the agreement, 1,800 of the 17,500 jobs at the plant would have been at risk, as Mercedes was threatening to shift pre-production work outside Stuttgart - possibly outside Germany.

For its part, the company has promised to forgo compulsory redundancies until December 2000, as long as order levels hold up. Mercedes even agreed to hire an extra 100 staff.

The agreement will stabilise employment after several years of drastic job cuts. Volkswagen and Adam Opel, the German subsidiary of General Motors, reached similar agreements with their workforces last year, also aimed at securing jobs in return for more flexibility.

At a national level, an eventual "alliance for jobs" will be more modest than leading-trade unionists had hoped. Mr Klaus Zwickel, president of IG Metall, the metalworkers' union, last year proposed the alliance to create more than 300,000 jobs by the end of 1998 through wage moderation and overtime curbs. His initiative sparked a national debate about unemployment, but national-level talks with government and employers failed to realise his hopes.

At Opel, the introduction of flexible working hours was expected to improve overall productivity by 11 per cent. Mercedes will also raise its productivity rates, not least because it secured the de facto abolition of the most notorious working practices in the German metal industry, an unpaid five-minute break every hour.

Like Opel and VW before it, Mercedes also failed in its attempt to turn Saturday into an ordinary working day, and will continue to pay a 50 per cent overtime premium for any work carried out on Saturdays. But few Germans would be surprised if this situation prevailed for much longer.

Matthew Kaminski

## Ukraine exploits its energy pipeline monopoly

Thousands of Ukrainian factories are closed and many homes cut off from heat in one of the coldest winters in decades, as Russia is unable to keep electricity, gas and fossil fuel supplies in line with demand.

But Ukraine's energy weakness does not mean Russia's strength: an unexpected bonus for Ukraine from the days of Soviet central planning is that 95 per cent of Russia's gas exports to the west run through Ukraine's pipelines.

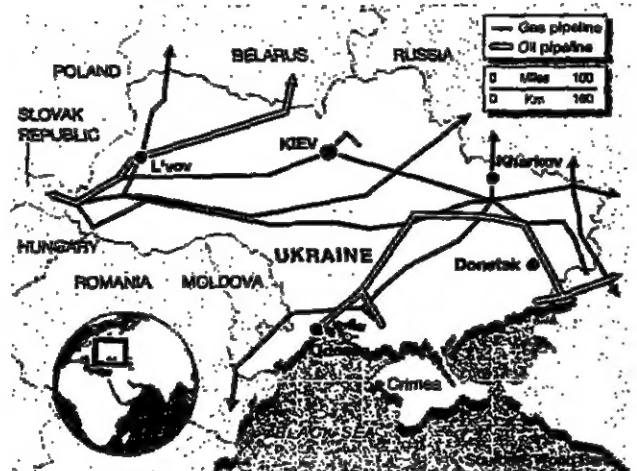
"It's a complicated dance of two monsters - what the Communists called bilateral monopolies," says an official at the International Monetary Fund.

Ukraine is an energy deadbeat. A recent coal miners' strike and unusually cold weather have depleted fuel reserves and led to power cuts

across the country. Russia, the main source of gas and oil, has taken its neighbour off its shared power grid, following a surge in electricity demand from Ukraine which Russia felt was putting pressure on Russian supplies.

Gazprom, the Russian gas monopoly, has accused Kiev of not keeping up payments on this year's import bill - on top of its debt of about \$4bn - and threatened to shut the taps. But Ukraine's transit monopoly gives it leverage, notably on oil.

In January a bitter feud broke out after Ukraine raised oil transit fees 10 per cent on the Druzhba pipeline to Europe without consulting the Moscow government. Ukraine could act unilaterally because Russia supplies it with just 15m tonnes of oil at world market prices but sends another 57m



tonnes through its pipeline network linking central Europe and the Black Sea ports of Odessa and Novorossiysk. Russia's fuel and energy

ministry tried to force partly privatised Russian oil concerns to pay the old fee, but appears to have lost for now. Russian oil companies signed export

contracts at the new rate after Ukraine turned off the pipeline for a few days in January.

Ukraine's assertiveness surprised some political analysts at a time when other ex-Soviet republics - Belarus, Azerbaijan and Moldova - struck favourable energy deals with Moscow.

Ukraine's big gas debt to Gazprom was run up because Kiev would not free domestic energy prices and crack down on non-payment at its bankrupt industries. Almost the entire debt has been converted into long-term government bonds with a two-year grace period.

Moldova and Belarus struck similar deals: their debt was subsequently converted into equity stakes in the countries' energy infrastructure. A new pipeline through Belarus, bypassing Ukraine, is under construction. But if Gazprom wants to control the entire

transit network, Ukraine is the biggest missing piece.

Kiev wants to settle the debt, but leading Ukrainian politicians fear Gazprom's desire for a controlling stake in a crucial enterprise cedes too much economic sovereignty.

Pressed by this anxiety and the IMF, Ukraine has moved to improve payment discipline. Ukraine's gas concern, last month got out of the gas trade business; regional wholesalers are now buying directly from Gazprom.

"Monopolies are not good for payment discipline because they are state-owned and subject to political pressure," says a western energy specialist in Kiev. "The government should get completely out of the business of negotiating contracts."

Officials say Ukraine plans to get more gas from Turkmenistan - which last year sup-

plied 20bn cu metres, compared with Russia's 52bn cu metres - and court Azeri and Middle Eastern oil producers to diversify imports.

Mr Evhen Marchuk, the prime minister, this month assured nuclear plant directors that nuclear power would be a centrepiece of the country's energy future. Ukraine is resisting pressure to close the Chernobyl nuclear plant, arguing it would lose 5 per cent of its energy.

Others demur. "Ukraine doesn't need the extra capacity," says the IMF official. Industry already uses far more than it needs. The other solution, popular in government circles, has been to wait for spring. If seasons were not cyclical, that would be the end of the story.

Matthew Kaminski

## Austrian bankers join campaign for openness

By Eric Frey in Vienna

The consensus in Austria in defence of anonymous savings accounts against European Union opposition is gradually breaking down. A growing number of senior bankers are calling for a change in the country's banking practices.

Most banking experts are still dismissive of international criticism that widespread use of anonymous accounts leaves Austria open to laundering drug money and

other illegal funds. But they admit that the 200-year-old tradition of banking without any proof of identity violates Austria's obligations under EU banking directives and the United Nations drug convention. As a substitute, they ask for stricter bank secrecy laws.

"We will not be able to keep anonymity because of European integration. The EU guidelines leave no room for interpretation," said Mr Walter Fremuth, supervisory board chairman of Creditanstalt, Austria's second-largest bank, in a recent interview with the daily Kurier.

The chairman of Bank Austria's supervisory board, Mr Rene Alfons Halden, called on banks and government alike to prepare public opinion for the end of anonymity. "One should not tell the Austrians constantly that anonymity is part and parcel of their savings culture," he said.

These statements are embarrassing for those banking chiefs who jumped to the defence of anonymity when the European Commission warned the government last month that current disclosure rules for bank customers are inadequate.

In a rare gesture of unanimity, the country's main banks immediately rejected the EU criticism and called upon the government to remain defiant against the growing pressures from Brussels. There are an estimated 26m anonymous savings accounts at Austrian banks with a total of Sch1,400bn (\$136bn).

Privately, bankers say they

had little choice. At a time when all the main banks compete fiercely for new customers and accounts, appearing weak on the popular issue of anonymity would hurt their image.

They also blame the finance minister, Mr Viktor Klima, who rejected possible alternatives to anonymity.

Most bankers believe a tightening of Austria's bank secrecy laws is needed to reassure customers that their affairs are confidential even if the bank knows their identity.

At the moment, banks can be forced to open an account if the authorities suspect any wrongdoing. In Switzerland and Luxembourg, a suspect's financial privacy is protected until he or she is officially charged.

If bank secrecy is not improved, bankers fear small investors will withdraw money from banks or shift funds abroad if the EU forces Austria to abandon anonymity. "We have to build confidence so that savers will not go back to hiding their money under a pillow," one banker said.

But Mr Klima told a banking delegation last month that current bank secrecy laws were adequate.

Instead, the finance minister wants to fight for anonymity all the way to the European Court of Justice.

This might give anonymous savings accounts a respite of several years, but is unlikely to save them for good, most experts say.

## Olympic Airways boss sacked

By Kerin Hope in Athens

Greece's transport minister, Mr Haris Katsanidis, yesterday sacked the chairman of Olympic Airways, the troubled state carrier, and said he would replace the board of directors because of "administrative problems" in running the airline.

The dismissal of Professor Rigas Doganis, an international aviation industry expert who took over as chairman and chief executive 13 months ago, came two days after Mr Neil Kinnock, EU transport commissioner, raised the issue of political interference in Olympic's day-to-day management with the Greek minister.

The Socialist government is seeking Commission approval for the second tranche of a

Dr64bn (\$225m) capital injection under a three-year rescue plan launched last year. But the government has not met two important conditions set by the EU for releasing the funds.

The Socialists ignored a ban on fresh subsidies by approving Dr11bn in extra benefits for Olympic employees who took early retirement under the restructuring plan. The government also permitted political meddling to continue, despite having agreed that Olympic's managers would operate independently.

Analysts said the decision to fire Prof Doganis, in spite of his success in meeting the rescue plan's first-year targets, indicated that the government had abandoned its commitment to management reform

and was preparing to let Socialist-led trade unions take control of decision-making.

Mr Katsanidis said the chairman and chief executive's jobs were being split, following the appointment as chairman of Professor Nicholas Blossos, a business school specialist who has little management experience.

Olympic's new chief executive, Mr Jordan Karatzas, is a former consultant to OSPA, a federation formed by the airline's 18 unions. The current general manager, Mr Miltiades Tsangarakis, is not being replaced.

Greece's powerful public sector trade unions are used to having a say in decision-making at state corporations, but during Prof Doganis's tenure Olympic's union leaders were

less able to exert pressure. Olympic earlier this week announced net income of Dr6.47bn in 1993, despite a 10 per cent fall in revenues from international flights as a result of a poor tourist season. Operating expenses fell by almost 20 per cent following cost-cutting measures and staff cuts agreed under the terms of the restructuring.

However, Prof Doganis faced fierce opposition from board members over his plans to introduce a product relaunch, form strategic alliances with regional airlines, and launch a \$80m renewal of Olympic's ageing fleet. Olympic has little chance of achieving this year's target of a Dr1.7bn profit under the restructuring plan unless it attracts more international business traffic, analysts said.

Wolfgang Münchauer

Commissioner says 'critical mass' of members will make single currency workable

## Brittan forecasts six to seven in Emu

By Graham Bowley, Economics Staff

A "critical mass" of four or five countries would join France and Germany in adopting a single currency in 1999, Sir Leon Brittan, the EU trade commissioner, said yesterday at a conference in London on European monetary union.

In a robust defence of the single currency project, Sir Leon warned against loosening the convergence criteria for Emu and said any delay in adopting the single currency could threaten the project.

"If Emu were once postponed doubts would mushroom as to whether it was ever going to happen," he said. Coun-

tries would relax their efforts to converge, which would lead to higher interest rates, more volatile exchange rates and lower trade and investment.

Sir Leon argued strongly against the adoption of an exchange rate system after 1999 between the proposed new European currency, the euro, and those currencies remaining outside Emu.

He said the fear that countries which did not join Emu would indulge in competitive devaluations was exaggerated. The European Commission would "resolutely oppose" any efforts by countries within Emu to impose sanctions on those outside the single currency to compensate for their ability to devalue.

Sir Leon said the UK was likely to

satisfy the convergence criteria in 1997. He thought the UK should not hold a referendum on the single currency since "it is no part of a British constitutional system".

The president of the Swiss National Bank last night criticised the statistics of the planned European Central Bank for giving the central council - "that is to say, politicians" - the right to adjust central rates of the new single currency.

Mr Markus Lusser writes from Jersey. The Swiss chamber of commerce dinner in Jersey that history showed politically determined parties were seldom compatible with economic development.

Mr Lusser also criticised the five convergence criteria for the planned single

currency as "by no means sufficient" for successful monetary union. Factors such as how flexibly prices and wages reacted to economic disturbance, the mobility of labour and the operation and effects of monetary policy should also be considered.

Dr Lusser said the markets would expect currencies of countries which did not participate in the single currency to depreciate.

"These expectations will translate into higher risk premiums and higher real interest rates making budget consolidation more difficult," he said. "This will make compliance with the convergence criteria less likely and the prospect of ever gaining access to Emu will diminish."

## German workers become flexible to save jobs

While German employers and trade unions have failed to negotiate a nationwide "alliance for jobs" - trading off pay restraint for job creation - individual companies and their works councils have had more success in striking plant-level deals.

This week Mercedes-Benz agreed with its works council to introduce more flexible working hours in return for job guarantees. Mr Heiner Tropsch, Mercedes-Benz's personnel director, said the deal "helps secure our Stuttgart production base and its jobs".

The deal is the latest in a series of plant-level agreements in which German vehicle workers have accepted the need for working time flexibility in a way that was unthinkable only a few years ago.

The Mercedes works council agreed in principle to work three shifts, rather than two, to deal with demand peaks. Daily working hours can now vary between 7.5 and 9, while year-round hours will have two peaks, rather than one, to bring an individual's "working time account" into equilibrium. With improved flexibility, Mercedes hopes to be able to react faster to sudden changes in demand without incurring a financial penalty.

Mr Reimund Lense, head of the works council in Mercedes's Untertrubingen factory in Stuttgart, said: "We have agreed our own alliance for jobs. We have shown ourselves flexible and have secured employment guarantees in return, and what is also important is that we have secured investment guarantees for the future."

Without the agreement, 1,800 of the 17,500 jobs at the plant would have been at risk, as Mercedes was threatening to shift pre-production work outside Stuttgart - possibly outside Germany.

For its part, the company has promised to forgo compulsory redundancies until December 2000, as long as order levels hold up. Mercedes even agreed to hire an extra 100 staff.

The agreement will stabilise employment after several years of drastic job cuts. Volkswagen and Adam Opel, the German subsidiary of General Motors, reached similar agreements with their workforces last year, also aimed at securing jobs in return for more flexibility.

At a national level, an eventual "alliance for jobs" will be more modest than leading-trade unionists had hoped. Mr Klaus Zwickel, president of IG Metall, the metalworkers' union, last year proposed the alliance to create more than 300,000 jobs by the end of 1998 through wage moderation and overtime curbs. His initiative sparked a national debate about unemployment, but national-level talks with government and employers failed to realise his hopes.

At Opel, the introduction of flexible working hours was expected to improve overall productivity by 11 per cent. Mercedes will also raise its productivity rates, not least because it secured the de facto abolition of the most notorious working practices in the German metal industry, an unpaid five-minute break every hour.

Like Opel and VW before it, Mercedes also failed in its attempt to turn Saturday into an ordinary working day, and will continue to pay a 50 per cent overtime premium for any work carried out on Saturdays. But few Germans would be surprised if this situation prevailed for much longer.

Wolfgang Münchauer



EUROPEAN NEWS DIGEST

## Europe shipping register dropped

The European Commission said lack of interest from member states had prompted it to withdraw a proposal to establish an EU shipping register. Instead of pressing for the register, which would have granted tax breaks to shipping companies in return for a commitment to hire EU sailors, Brussels said it would redraw its guidelines on state aid to the shipping industry.

The Commission also intends to keep up pressure to improve safety and environmental standards at an international level. The policy is based on the common application of internationally agreed rules, legislation laying down certain principles for member states' shipping registers, plus development of certain conditions to be applied to flag administrations and their ship registers on a worldwide basis.

Mr Neil Kinnock, transport commissioner, said that in too many countries outside the EU the provision of convenient and cheap register facilities permitted shipping companies not only to save operating costs, but also sometimes to evade safety regulations.

Emma Tucker, Brussels

## Greeks stand against Schengen

Greece has refused to ratify the EU's Schengen agreement on free movement across borders on the grounds that privacy would be violated by a computer data base in Strasbourg, set up to prevent criminals moving around Europe.

The justice minister, Mr Evangelos Venizelos, told parliament the Socialist government would not ratify the treaty, signed by its conservative predecessor. He said the accord conflicted with a Greek law banning public agencies - with the exception of the tax authorities - from keeping electronic files on private citizens.

Karin Hope, Athens

## Olive branch over Aegean

Mr Mesut Yilmaz, Turkey's prime minister, has responded positively to proposals by Mr Theodoros Pangalos, Greek foreign minister, that both countries raise their military forces in and around the Aegean sea. Turkey and Greece came to the brink of an armed confrontation in January in a dispute over two uninhabited Aegean islets. Mr Yilmaz said Turkey was prepared to withdraw its fourth army from the Aegean coast, where it was stationed in 1975 after Turkey's invasion of Cyprus, ostensibly to deter attack from nearby Greek islands. However, Mr Yilmaz said: "First we must have a dialogue. We must see that Greece can be trusted first."

Turkey's parliament was last night expected to approve an extension of the government's emergency powers in 10 mainly Kurdish provinces of south-eastern Turkey. Mr Yilmaz has promised he will soon phase out the emergency rules, comparable to martial law.

John Barham, Ankara

## Rome bickering on candidates

Last-minute squabbles over the allocation of seats within Italy's two broad political alliances are holding up the completion of candidate lists for the general elections next month. The lists are due to be completed by Monday, but small groupings are still fighting to obtain greater visibility.

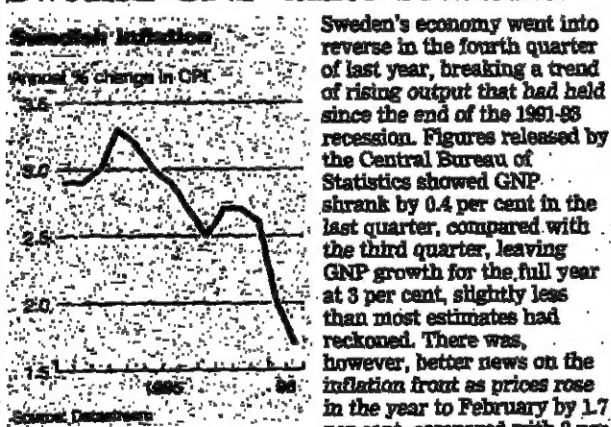
The small Christian Democratic Centre (CCD) and the Christian Democrat Union (CDU) have withdrawn a threat to pull out of the right-wing alliance headed by Mr Silvio Berlusconi, the former premier, having obtained guarantees for their candidates to fight 110 seats in the chamber of deputies and senate covered by first-past-the-post voting.

This has been at the expense of other small allies - the candidates backing Mr Marco Pannella, the founder of the Radicals, and Mr Vittorio Sgarbi, the TV chat show polemicist.

Robert Graham, Rome

## ECONOMIC WATCH

### Swedish GNP takes downturn



Sweden's economy went into reverse in the fourth quarter of last year, breaking a trend of rising output that had held since the end of the 1991-93 recession. Figures released by the Central Bureau of Statistics showed GNP shrank by 0.4 per cent in the last quarter, compared with the third quarter, leaving GNP growth for the full year at 3 per cent, slightly less than most estimates had reckoned. There was, however, better news on the inflation front as prices rose in the year to February by 1.7 per cent, compared with 2 per cent in the year to January. The easing of inflation pressures has allowed the central bank to cut interest rates in recent weeks in a bid to bolster flagging economic growth.

The fourth-quarter GNP figures reflected a 1.6 per cent fall in public consumption and slower growth in industrial output than earlier in the year. The results underlined forecasts that growth in 1996 will be well below last year's overall level, probably at less than 2 per cent.

■ Portuguese prices jumped 0.6 per cent in February, but the annual rate of inflation remained steady from the previous month at 2.5 per cent.

■ Spain had a Pta18.6bn (£1.1bn) budget surplus in February after a deficit of Pta16.9bn in January, and compared with a Pta19.6bn surplus a year earlier.

# Transatlantic row looming over Bosnia

The US wants to rearm Sarajevo, while Europe wants to improve relations with Serbia, report Lionel Barber, Harriet Martin and Laura Silber

Three months after the glittering Paris ceremony where US and European leaders buried their past squabbles to become co-sponsors of peace in Bosnia, the tawdry spectacle of a transatlantic row over the Balkans is looming once more.

European unhappiness with Washington will come to a head today when would-be providers of military aid to the Bosnian government hold a conference in Ankara, with the US shipping in the first \$100m towards an \$800m (\$822m) rearmament programme.

The US plan to boost the Bosnian army is neither a new policy nor a contravention of the peace accord, which prescribes a ratio of 5:2 for the future arms holdings of Serbia, Yugoslavia, Bosnia and Croatia.

Given that the Serb side now has a greater advantage than this, observing this ratio means building up the Bosnian forces - unless the regional arms control talks now in progress in Vienna agree on lower ceilings all round.

But in the euphemistic language of diplomacy, European officials are saying that US aid for rearming Bosnia is sending "all the wrong signals" to the region.

They fear it could wreck the already slender chances for genuine reconciliation, play into the hands of hardliners in all ethnic groups, and undermine the Vienna talks.

Feeling is running especially high in the entourage of Mr Carl Bildt, the EU nominee who is co-ordinating the civilian aspects of the Bosnian peace process - and risks becoming the scapegoat if it all goes badly wrong.

One official close to Mr Bildt described the US rearmament programme as "overkill" and said it could seriously complicate the former Swedish prime minister's work.

Washington's keenness to offer military aid is being contrasted with the parsimony of the US government, and above all Congress, in providing reconstruction assistance. The transatlantic tension comes at a delicate moment for Mr Bildt, who appears to be gradually succeeding in his efforts to persuade the US-led Nato mission to help him move with logistics and transportation.

Until recently, Mr Bildt's staff were often irritated by the way Nato commanders seemed willing to provide transport for US officials, such as the human rights envoy Mr John Shattuck, but not for the Swedish mediator or his staff.

Now this problem seems to be easing. But further scope for tension is provided by the delicate issue of how exactly to organise the elections to a complex series of Bosnian institutions which are due to take place between June and September this year.

On current plans, the electoral roll of 1991 will be taken as a basis for the forthcoming ballot - although half the people on that list are either dead or displaced.

Mr Bildt is understood to have argued privately for a more "realistic" election system in which people who have fled from one part of Bosnia to another would in most cases register in their new place of residence.

On the face of things, insistence on using the 1991 electoral rolls is a more idealistic approach, and doing anything else would amount to accep-

ance of the results of ethnic cleansing.

But the likely result of using the 1991 list is that many towns in Republika Srpska - the Serb zone of Bosnia from which most non-Serbs have been expelled - will have two local authorities: a "council-in-exile" elected by refugees who have little prospect of returning, and a *de facto* local authority appointed by current residents.

## Carl Bildt risks becoming the scapegoat if it all goes badly wrong

This would further undermine the legitimacy and viability of Republika Srpska - an outcome the Bosnian government, and possibly its US supporters, might view as eminently desirable.

US officials have resisted the disbursement of any reconstruction credits for Republika Srpska, while some European countries have argued that the Bosnian Serbs should qualify for aid.

Analysts say the contrast between US and European priorities in Bosnia reflects a broader difference of approach to the region. US policy has always attached greater importance to shoring up the cause of the Bosnian Muslims, and drawing them away from the influence of Iran.

Many US politicians have argued that these aims could best be achieved by arming the Bosnian military, and if necessary backing it up with US air

power. This school of thought questions the need for western ground troops, whose presence has often tied the Bosnian army's hands.

European governments, by contrast, have been most concerned with stabilising the region and containing the conflict, even if this involves concessions to the Serb side which the US regards as excessive.

This explains the contrasting behaviour of US and European diplomats in Belgrade.

While EU countries are visibly impatient to boost their relations with Serbia - and France has already upgraded its *chargé d'affaires* - the US remains very cautious.

Washington is tying full normalisation of its relations with Serbia to improvements in the status of the Albanian community in Kosovo, whose autonomy has been ruthlessly suppressed by Belgrade.

As long as the US and its European partners continue to co-operate amicably within the 60,000-strong Nato force, which has acted as a powerful stabilising factor, it should be possible to finesse most transatlantic differences.

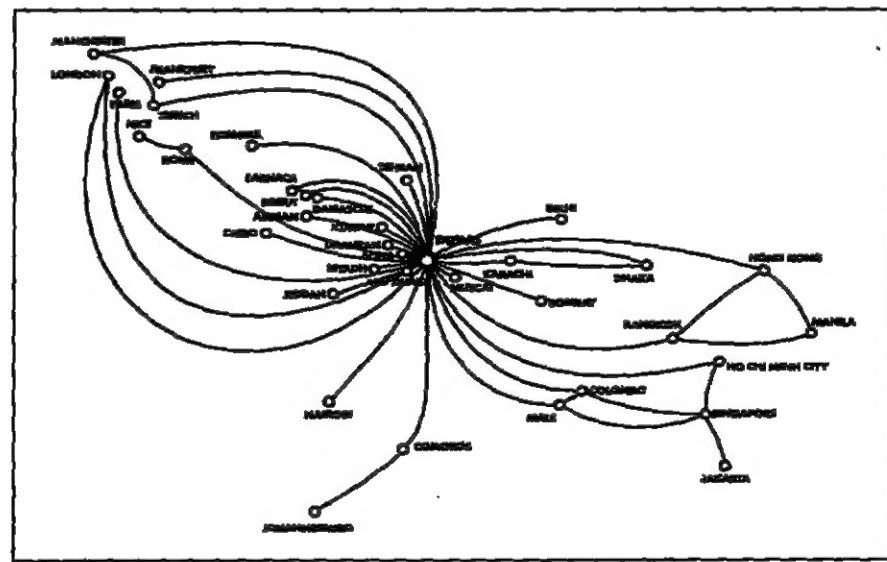
But if Washington sticks to its plan to withdraw its 20,000-strong contingent by December, and the Bosnian parties remain as far apart as ever, the US-European relationship could again come apart at the seams.

So far, the Europeans are insisting that they will withdraw along with the Americans, come what may - but they, in the end, may have even more to lose from renewed war in Bosnia.



Armed Serbs carry an Orthodox cross through Grahovica, a Serb-held suburb of Sarajevo due to come under Croat-Muslim rule next week, after the closure of a makeshift church yesterday.

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## NEWS: THE AMERICAS

## STOCKS TUMBLE FOR A SECOND DAY

## US cigarette makers in disarray

By Richard Tomkins  
in New York

US cigarette manufacturers were in disarray and tobacco stocks tumbled for a second day as industry analysts digested the implications of this week's legal settlement between Liggett, one of the smallest tobacco manufacturers, and anti-tobacco lawyers.

The big tobacco companies vowed to carry on fighting anti-tobacco lawsuits in the courts, but the deal was widely seen as an historic turning point that could open the way for US cigarette manufacturers to be successfully sued for billions of dollars' worth of damages.

Mr Graham Kelder, managing attorney at the Tobacco Products Liability Project at Boston's Northeastern University School of Law, said the implications of the deal went far beyond the consequences for Liggett.

"For four decades, the tobacco industry has presented a united front to the world whenever anyone tries to regu-

late them or anyone tries to sue them," Mr Kelder said. "That has been the linchpin in their litigation strategy. Now that united front has been shattered, the other companies will be much easier targets for litigation."

Wall Street seemed to take the same view. In early trading yesterday, shares in Philip Morris, the biggest US tobacco company, plunged \$5 to \$93, following their decline of \$3 the day before. Shares in RJR Nabisco, the second biggest tobacco company, fell \$1 to \$32.

Liggett, maker of Chesterfield and a range of cut-price cigarettes, announced on Wednesday that it had agreed an out-of-court settlement in the biggest lawsuit pending against the tobacco industry - the so-called Castano case, which seeks compensation for the consequences of smokers' alleged addiction to nicotine.

Liggett agreed with the plaintiffs' lawyers to pay 5 per cent of pre-tax profits up to a maximum of \$50m over the next 25 years, and to extend the same provision to any cigarette company with which it subsequently merged. The money will go into a fund to help people give up smoking.

In a further provision, Liggett also agreed to abide by some of the restrictions proposed by the US Food and Drug Administration in its drive to limit marketing of tobacco products to children.

In return, the plaintiffs' lawyers have agreed that this will end all future claims against Liggett for nicotine addiction. They have also promised not to block a plan by Mr Bennett LeBow, the corporate raider who controls Liggett, to seize control of RJR Nabisco and spin off its Nabisco food business.

Analysts say the deal is simply a ploy by Mr LeBow to boost his chances of controlling RJR Nabisco. But by acknowledging product liability for the first time, the deal also risks breaking the industry's record of never having paid out any damages in any anti-tobacco lawsuit.

Meanwhile European cigarette manufacturers closed ranks yesterday to insist that the landmark liabilities settlement agreed by Liggett on Wednesday would have no bearing on anti-tobacco litigation efforts across Europe.

"This is a genuinely American case," Spain's state-owned Tabacalera said. "There is neither such strong anti-tobacco pressure in Europe nor such a habit of launching lawsuits."

However, a British law firm preparing a legal battle with the tobacco industry urged companies operating in Europe to follow Liggett and agree out-of-court settlements. London law firm Leigh, Day & Co said Liggett had shown a "degree of imagination" that could be used to resolve future claims across the industry.

The firm expects to bring some 300 cases of allegedly smoking-related cancer, emphysema and Buerger's disease - the circulatory condition that ultimately results in limb amputation - before the British High Court in July.

to conclude last week that the unexpected surge in payroll employment signalled a return of unsustainable growth.

Instead they appear to corroborate the more reassuring findings of the Federal Reserve's latest survey of regional economic trends. This indicated most areas of the US are seeing moderate, non-inflationary growth after a stagnant period at the end of last year.

But given continuing uncertainty about the strength of the upturn, yesterday's producer price figures were not seen as sufficiently encouraging to prompt an early cut in short-term interest rates. The Fed is widely expected to take no action at its policy meeting on March 26.

The price data showed little evidence of inflationary pressures at earlier stages of production than finished goods. The price indices for intermediate and crude goods fell 0.4 per cent and 0.7 per cent respectively.

The price and jobs figures suggest investors were wrong of a break 705,000 increase in payroll employment in February. Initial claims for state unemployment insurance were reported down 10,000 to 353,000 in the week ending March 9.

The average of claims over the latest four week period - a better guide to the underlying trend - fell to 364,000 from 371,000.

## Prices down despite faster US growth

By Michael Prowse  
in Washington

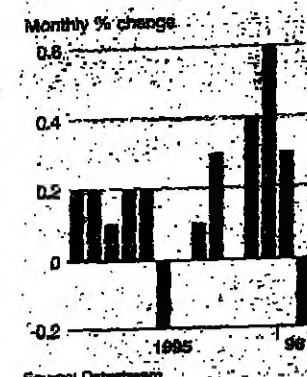
US wholesale prices fell last month for the first time since last June, indicating that inflation remains subdued in spite of recent evidence of faster economic growth.

The labour department said the producer price index for finished goods fell 0.2 per cent, partially reversing a gain of 0.3 per cent in January. The annual rate of producer price inflation dropped to 2 per cent from 2.3 per cent.

The figures contrasted favourably with projections on Wall Street of an increase of 0.1 per cent last month. The drop reflected falls in food and energy prices. However, even excluding these volatile components, the "core" index rose by only a marginal 0.1 per cent, after a 0.1 per cent decline in January.

Separate data pointed to an improvement in job prospects, but at a slower pace than suggested by last week's report

## US producer prices



Source: Datastream

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The price and jobs figures suggest investors were wrong



Carlos Menem: chance of meeting 1996 fiscal targets

## Menem granted powers to increase tax levels

By Matthew Doman  
in Buenos Aires

Argentina's Congress has granted President Carlos Menem significant new powers to modify tax levels by passing a bill which is seen as critical to the government's chances of meeting 1996 fiscal targets imposed by the IMF. The so-called "superpowers" bill gives Mr Menem and Mr Domingo Cavallo, his economy minister, powers to increase tax rates and levy new taxes without prior congressional approval.

In an apparent setback for the government, the lower house of Congress endorsed a Senate modification to the bill that will require a congressional committee to be consulted on the use of the new powers by the executive. However,

most analysts believe the government will be able to work within its constraints. "Cavallo sent a tougher law to Congress than he wanted, and has ended up with what he wanted," one political analyst said. Significantly, the lower house rejected a second Senate amendment that would have required the government to initiate a wholesale reform of the tax system before June 1.

While the "superpowers" will increase Mr Cavallo's control of economic policy, he suffered a further political setback with the resignation on Wednesday of a key ally, Mr Hugo Gaggero, the head of the DGI tax bureau. Mr Gaggero said he was quitting to help in the investigation of allegations that bribes were paid in the awarding to IBM of a \$249m contract to upgrade state-

owned Banco Nación's computer system.

Mr Gaggero's departure followed last week's sacking by Mr Menem of Mr Haroldo Grisanti, the national post office head and another close confidant of the economy minister.

As part of the reshuffle of economic posts in the wake of Mr Gaggero's departure, another Cavallo ally and former deputy minister, Mr Carlos Sanchez, became tax chief, and economic planning secretary Mr Juan Llach became Mr Cavallo's deputy.

● AP adds: Argentina is to protest within two weeks to the UN to highlight alleged British breaches of South Atlantic fishing policy. "Britain's disobedience of the UN's indications and mandate is serious," Mr Guido Di Tella, foreign minister, said.

## Venezuela cabinet reshuffled

By Raymond Collitt in Caracas

President Rafael Caldera of Venezuela yesterday reshuffled his cabinet, following weeks of protests and a threatened wave of strikes over government economic policy.

He made seven new appointments, including the ministers of planning, development, justice, interior, and the secretary of the presidency.

Mr Teo Ezequiel of the MAS socialist party was named planning minister. Mr Petkoff, an economist, was recently appointed to the team to negotiate with the International Monetary Fund.

Mr Freddy Rojas Parra, former president of Fedecamaras, the federation of industrial and commercial chambers, will head the ministry of development.

## House passes US spending bill

The US House of Representatives yesterday passed and sent to the Senate legislation financing a host of government operations for another week in a vote calculated to avert a partial government shutdown, AP reports from Washington.

The Senate was expected to follow suit and President Bill Clinton was expected to sign the measure. That would buy time for the administration and Congress to work out a compromise on a \$160bn (\$105bn) longer-term measure financing government operations during the six-and-a-half months remaining in fiscal 1996.

Although the one-week stop-gap measure - the 10th temporary spending bill since the fiscal year began in October - passed comfortably, Democrats grumbled that it was a sign of

Republican mismanagement. "This is a Congress that operates in spurts and it's sputtering today as its members head home for yet another extended weekend," said Congressman Lloyd Doggett.

Meanwhile, Republican congressional leaders and administration officials are signalling a deal on separate legislation to renew the government's borrowing authority into next year.

Mr Newt Gingrich, House speaker, and Mr Bob Dole, the Senate majority leader, decided on Wednesday to abandon plans to use a debt-extension bill to carve big savings from the Medicaid health programme and welfare.

"The Republicans' retreat from that plan is a concession that there is little chance of enacting big parts of their budget-balancing agenda this year."

## NEWS: INTERNATIONAL

## Clinton in show of support for Israel, peace and Peres

By Julian O'zanne in Jerusalem

US President Bill Clinton yesterday pledged \$100m as part of an anti-terrorism pact with Israel in a show of support for Mr Shimon Peres, the embattled prime minister.

Mr Clinton, on his third visit to Israel in 19 months, said Israel and the US would negotiate an agreement to combat terrorism which would include measures to cut foreign funding of terrorist groups and share intelligence information.

"I am taking this step because I'm determined that we must have every tool at our disposal to fight against

extremist terror," Mr Clinton said. "Whatever effort it takes, whatever time it takes, we must say to terrorists: You will be tracked down. You will be rooted out."

Suicide bomb attacks by the extremist Hamas Islamist movement have struck a heavy blow against Israeli-Palestinian peace and dented the electoral chances of Mr Peres, who called early elections on May 29 on a platform of making peace with Arabs.

In the West Bank, Israeli troops blew up the home of an assassinated Hamas master bombmaker as part of its campaign to punish the families of

Islamist extremists and said it would expel activists linked to suicide bombings that have killed nearly 60 people in Israel.

Palestinian officials continued to press Mr Clinton to persuade Israel to reopen borders with the West Bank and Gaza Strip because of the harm to the Palestinian economy.

Mr Peres yesterday defended the border closure saying: "We are trying very hard not to create any starvation or any suffering... This is clearly a security measure and nothing else."

Throughout his whirlwind one-day visit to Israel yesterday Mr Clinton made a series of gestures designed to demonstrate solidarity with Israel, with Mr Peres and with the victims of Islamist terrorism.

He joined a ministerial security inner cabinet meeting, the first foreign head of state to do so. Later he paid his respects at the graves of two people killed in recent attacks.

Israeli commentators said Mr Clinton's visit provided an emotional boost for the country and helped Mr Peres' electoral chances.

It also marked an end to Washington's long-held policy of even handedness in the Arab-Israeli conflict, they said.

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## Mugabe to win one-horse race

Tony Hawkins on the president's campaign promises - and threats

President Robert Mugabe will win a crushing, if hollow, victory at this weekend's Zimbabwe presidential election.

With neither of his two original opponents mounting any thing remotely like an active campaign, and one, the Reverend Ndabengwe Sithole pulling out four days before the vote, it is a classic one-horse race.

The 72-year-old Mr Mugabe, who has ruled Zimbabwe since independence 16 years ago, was opposed by two other septuagenarians, retired Bishop Abel Muzorewa and Mr Sithole, neither of whom is a serious contender for office.

Mr Muzorewa, who served as prime minister of the ill-fated Zimbabwe-Rhodesia transitional government at the end of the 1970s, is unable to shake off his previous links with Mr Ian Smith, former Rhodesian prime minister, while Mr Sithole is awaiting trial on charges of plotting to assassinate the president. Earlier this week Mr Sithole announced his withdrawal from the election, claiming he had obtained a copy of a secret Central Intelligence Organisation (CIC) plan to "destabilise" his campaign.

Mr Sithole's withdrawal is a non-event. Neither opposition candidate had the resources, party organisation or support base to mount a credible challenge to the ruling Zanu-PF party. Consequently, the main interest in the poll will focus on the voter turnout. With just under 4m people eligible to vote, the president needs a turnout of at least 60 per cent to even begin to offset the impression of widespread apathy created by the campaign.

The absence of foreign monitors is likely to mean that official turnout figures will be greeted with considerable scepticism internationally.

Nevertheless, the ruling party is relieved that the ramshackle opposition managed to find candidates, since for Mr Mugabe to have been returned unopposed would have been a severe embarrassment.

The campaign - to the extent that there is one - has done little for the image of multi-party democracy in Africa while positively damaging the business and investment climate. Mr Mugabe's rally speeches are a mixture of promises and threats - promises to spend as if there were



President Mugabe with supporters at a rally in the Harare suburb of Highfields yesterday

no tomorrow on schools, clinics, housing and jobs, but above all promises to provide the country's 11m blacks with more rural land, by redistributing white-owned farmland.

The threats have largely been directed at the sections of the remaining 100,000 whites living in Zimbabwe - warnings to commercial farmers, industrialists (on several occasions described as "crooks") the banks (accused of profiteering by charging interest rates pegged to the Treasury bill rate set by the authorities), international companies for failing to promote black managers and the white community as a whole for blocking the progress of black business.

The main themes have been industrialisation of the economy and land resettlement.

At the start of the campaign, the president said that if Britain failed to provide the funds for the government to

buy white-owned farmland for resettling blacks, the government would "acquire it for free". In recent rally speeches he has repeatedly promised to speed up land acquisition - only 72,000 families have been resettled against a target for the 1980-1985 period of 162,000 - while promising the government will pay for improvements in housing, tobacco farms and irrigation.

Mr Mugabe's focus on such issues is understandable. Sixteen years after independence, unemployment has more than trebled from less than 10 per cent to more than 30 per cent of the workforce; average real wages are little different today from their levels of the mid-1980s. Per capita incomes are lower than they were when he became prime minister. The budget last year was in deficit by 13.7 per cent of gross domestic product. Public sector debt exceeds GDP, and interest payments account for 30 per cent of total budget spending, while industrial output last year was the same as in the mid-1980s.

Running for a third six-year term with this record of economic failure, the president's persistent drumbeat of criticism of the white and foreign-dominated private sector is no surprise. The 25,000 or so economically active whites are cast as the villains of the piece. Industrialisation and especially land redistribution are the solutions.

This time it is going to be different, the president says. "I know some people are saying

"Mugabe is doing all this to two voters". Just wait and see what will happen after the elections," he said at a rally last week.

Many in the business, farming and diplomatic communities dismiss the president's rhetoric, arguing that, once a new finance minister is appointed, the cabinet will have to design a second phase of structural adjustments to replace the programme that ended last year with first the IMF, and then other donors, suspending disbursements.

Crucial to a new agreement is the restoration of macroeconomic stability, bringing down inflation from 22.6 per cent last year (and 28 per cent in January), halving the budget deficit, launching a meaningful privatisation programme and restructuring the public service. The conflicts between these goals and those espoused by Mr Mugabe on the stump could hardly be greater.

If the president is serious about implementing his programme, then it is going to be very difficult indeed - many would say impossible - to regain the IMF's confidence. The first outright expropriation of a farm would put paid to the country's foreign investment drive, while Mr Mugabe's hostility to privatisation, his commitment to "indigenise" the economy and his pledge to increase substantially, rather than curb, public spending highlights the chasm separating economic pragmatism from political wishful thinking.

## Powerful show of unity papers over the anti-terrorism cracks

By David Gardner in Cairo

This week's Middle East summit in Sharm el-Sheikh, Egypt, is likely to diminish toleration within the region for terrorism and has revived hope in the Middle East peace process, badly damaged by the recent suicide bombings in Israel.

The summit's emphasis on intelligence-sharing, and declared intention to pick apart international fund-raising networks which support terrorism, should also make life more difficult for movements like Hamas, the Palestinian Islamists behind the attacks.

But the summit avoided any attempt to define terrorism, and it steered clear of the issue of Islamic fundamentalism and any attempt to distinguish between its armed and political variants. Its prime aim was to salvage the 1993 Oslo accords on Palestinian self-government in the Israeli-occupied West Bank, and to restate talks between Israel and Syria.

While this has been widely welcomed, there is already concern that the anti-terror drive will blur the distinction between terrorism and dissent. This could license authoritarian Arab regimes to suppress political opposition in the

name of national security, especially if it is Islamist, thereby fomenting more terrorism. For Mr Yasser Arafat's fragile Palestinian Authority, there is also the real fear that Israel's security blockade of his self-rule areas will rally Palestinians to the Hamas banner.

The difficulties of the strategy are well illustrated by Hamas and by Hizbollah, the Shia fundamentalist militia fighting Israeli occupation of southern Lebanon.

Hamas is a mass movement, which has commanded up to a third of Palestinian support in the territories. It is an offshoot of the pan-Islamic Muslim Brotherhood, with a network of schools, universities, clinics and charities funded mostly by donations in the territories and from Arabs in the US, Europe, Jordan and the Gulf.

Its political wing appears unable to control the activities of its military cells. The strategy evolved at the summit licenses a pitiless crackdown on the latter, while intending to frighten Hamas political leaders into doing more to rein them in.

Hamas fears that it could lose its solid social and political network.

Hizbollah is different in that it gets substantial funding from Iran, and is tolerated by

Syria, which has nearly 40,000 troops in Lebanon. Hizbollah started with terror tactics like kidnappings and suicide bombings, but reinvented itself as a welfare network and guerrilla resistance to Israel's "security zone" in south Lebanon, winning support across Lebanon's sectarian communities.

Both Syria and Lebanon are seeking land-for-peace deals with Israel but in the meantime, regard resistance to occupation as legitimate. Both countries boycotted the summit, where Syria - unlike Iran - got an easy ride. Damascus hosts to secular and Islamist "rejectionist" groups. Yet President Clinton preferred yesterday to refer to Syria's "very considerable capacity" to contribute to regional stability.

Syria, despite its peace negotiations with Israel, remains on Washington's list of states sponsoring terrorism, along with Iran, Sudan, Libya and Iraq. But Syria is vital to the success of regional peace: to force Hizbollah to stick to politics if Israel withdraws from Lebanon, and rein in Palestinian radicals if Israel returns the Golan Heights.

The summit blur over what constitutes terrorism does not stop there. Saudi Arabia attended the summit, while re-

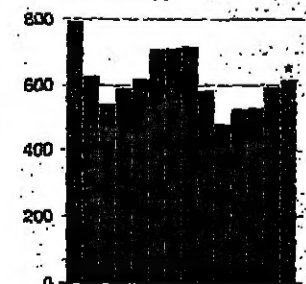
using "normal" relations with Israel. The Kingdom has long supported the Muslim Brotherhood, regarded by Egypt, for instance, where it is the main opposition, as a cover for terrorism. Yet the Saudis fear the deep fundamentalist undercurrents in their kingdom, Iranian meddling in their oil-rich Shia eastern province and in Bahrain, and depend on Syria to mediate with Iran.

Or take Jordan, a staunch western ally. Mr Arafat complained to Mr Clinton that he was close to a ceasefire deal with Hamas before Christmas but opposition from Hamas political leaders in Jordan scuppered it. These leaders are under the wing of the Brotherhood's Islamic Action Front, Jordan's main opposition, which King Hussein brought into parliament to enhance the country's stability.

The gamble is that measures that evolve from Sharm el-Sheikh will help in Hamas. Nobody wanted to spoil this impression. But more than a few would admit that this approach papered over big gaps on how to respond to the various strains of Islamic fundamentalism, and that avoiding the complex politics of the region to concentrate on security was an unlikely cure for terrorism.

## Zimbabwe

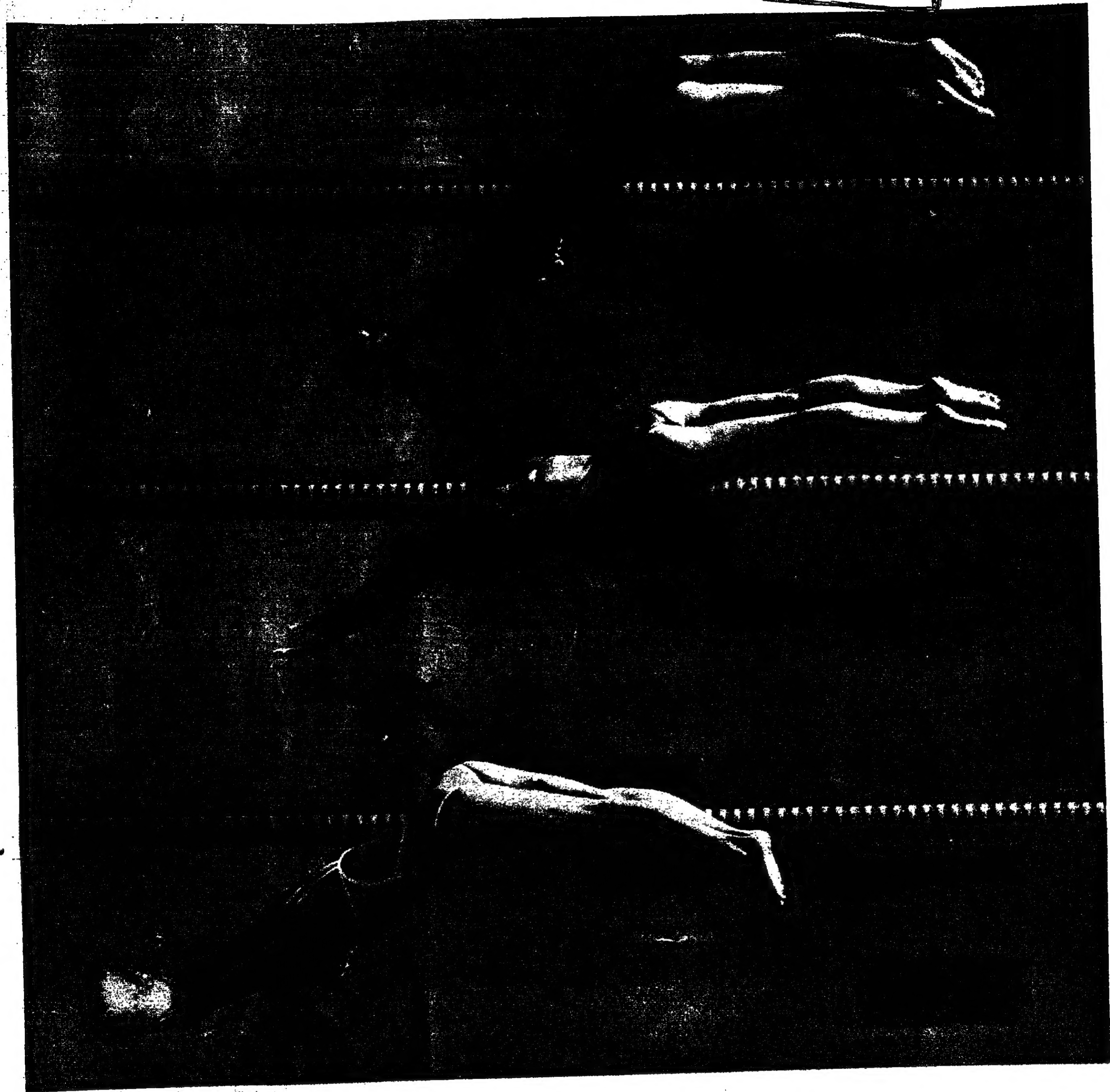
GDP, per capita (\$)



Source: ILO, Datastream



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## NEWS: WORLD TRADE

# GM picks Poland for \$340m plant

By Kevin Done,  
East Europe Correspondent

General Motors, the world's biggest vehicle maker, yesterday signed a letter of intent with the Polish government to build a DM500m (\$340m) car plant in southern Poland.

The project will be the biggest greenfield site investment made by the motor industry in central Europe (with the exception of eastern Germany) since the collapse of communism.

The GM plant will be at Gliwice, near Katowice, in the industrial region of Upper Silesia.

It will have an initial capacity of 70,000-100,000 cars a year and production is planned to begin in 1998.

The plant will employ about 2,000. It has been welcomed by the Polish government as a source of new jobs in a region undergoing restructuring from mining and heavy industrial sectors.

The deal was signed by Mr Klemens Sienicki, Polish minister for industry and trade, Mr David Herman, chairman and managing director of Adam Opel, GM's biggest European subsidiary, and Mr Eugeniusz Ciszak, governor of Katowice province.

Mr Herman said the group would receive all the financial incentives of a special economic zone under Polish law. These included a corporation tax holiday of up to 15 years, duty-free imports of machinery and equipment, and duty-free

imports of components.

GM is negotiating purchase terms for the 70-hectare site, owned by the local authority, as well as the development of local infrastructure and services including rail connections.

Several international components suppliers are also expected to establish facilities close to the plant.

GM has chosen a location that is becoming an important centre for the motor industry, with Fiat plants in nearby Tychy and Bielsko Biala, and a growing network of components suppliers in southern Poland and neighbouring regions of northern Slovakia and the Czech Republic.

Mr Herman said that the project would also support the development of the Polish supplier industry.

The US carmaker has established a central European purchasing office in Warsaw, with the aim of increasing purchases of local components and materials to DM1.5bn a year in the next few years.

The plant will make a low-cost family car based on the Opel/Vauxhall Astra, for sale mainly in central and eastern Europe. Between 60 and 70 per cent of output would be sold in Poland.

"This plant gives us the chance to create an affordable car for sale in transition markets. It will not have all the content of a west European car, that would be too expensive," said Mr Herman.

# Investors troubled by Suharto's erratic moves

Manuela Saragosa reports on growing resentment over the Indonesian president's inconsistency

An epigram of the last two months of policy-making in Indonesia might read: "How to scare off foreign investors".

A flurry of policy decisions have led many investors to wonder what has happened to Indonesia's commitments to economic deregulation and free trade, and left them trying to second-guess President Suharto - highlighting the risks in a country where almost all decisions are approved by one man.

In January, the governor of Bali allowed President Suharto's grandson to collect a tax on beer bottles on the popular tourist resort, prompting an outcry from Indonesian brewers, one of which works in association with Heineken of the Netherlands and another with San Miguel of the Philippines.

That tax was quickly scrapped on presidential instruction, but confidence in the Indonesian business environment was undermined again when the government backtracked on promises that Chandra Asri, a \$1.5bn petrochemical plant, whose shareholders include President Suharto's second son Mr Bambang Trihatmodjo, would not receive tariff protection.

The government quietly introduced 25 per cent import tariffs on propylene and ethylene in a move which raises raw material prices for Tri Polyta, an Indonesian resin maker listed on the New York Stock Exchange and Perti, a polyethylene manufacturer partly owned by British Petroleum and Mr Sigit Harjojudanto, President Suharto's eldest son.

In addition, at the end of February, a presidential decree was passed exempting Mr

Hutomo Mandala Putra, President Suharto's youngest son, from a sales tax and tariffs on car components to develop what is being touted as a "national" car.

The car, which is being developed with technical assistance from South Korea's Kia Motors, qualifies under the "pioneer" national car scheme because it bears an Indonesian name and will be manufactured at wholly Indonesian-owned plants.

The decree drew a mixed response from analysts - some felt the measures would be beneficial to Indonesian consumers, who pay some of the world's highest prices for their cars, but others saw it as a blow to Japanese investors who dominate the Indonesian car market.

Billions of dollars of Japanese investment in the motor sector could be cancelled.

Industry analysts say the US government is also reviewing policy. Although Indonesia is not obliged to deregulate its car market under its World Trade Organisation commitments, analysts say the tax incentives for the "national" car scheme are effectively subsidies which discriminate against capital according to its origin.

Japan is the largest single investor in Indonesia with investments totalling \$19.4bn. The US ranked as the fourth largest investor with commitments of \$10.7bn.

Japanese car manufacturers, including Toyota, Daihatsu, Suzuki and Mitsubishi, have invested heavily in Indonesian plants over the past decade to meet local content requirements under an incentive scheme that provides tariff relief for producers who use Indonesian-made parts.



Suharto: rarely explains decisions

While these latest decisions may not detract from significant progress made in wider economic deregulation, the signals are damaging, according to a Jakarta-based economist. "These decisions show that the course of industrial policy is erratic. When changes are made without proper explanation and so suddenly, it gives the wrong signals to business."

Not that there is anything new about political clout swaying policy decisions in Indonesia - in 1991 for example one of President Suharto's sons established an effective monopoly on the clove market. What has raised eyebrows, however, is that these latest decisions have come in rapid succession and at a time when Indonesia has liberalised foreign investment restrictions to compete with neighbouring countries.

Fathoming President Suharto's rationale is a purely academic pastime. The president

rarely explains his decisions, preferring to speak through ministers and senior officials.

In the case of the import surcharges on propylene and ethylene, the decisions were not announced at the time, but emerged later, through word of mouth.

Economists also note these recent reversals in industrial policy come at a time when the trade and industry ministries were fused ostensibly to make the policy-making process more efficient. Yet, "there appears to be a total lack of policy uniformity," says a research director at a foreign securities firm in Indonesia.

The "national" car programme, for example, will require increased imports of car components at a time when the government has expressed concern about its growing current account deficit. The deficit is running at \$7.9bn in 1995-96, about 3.8 per cent of gross

domestic product.

Despite protests from Japan - which also ranks as one of Indonesia's largest creditor countries - hopes that the car reform package may be watered down, if not reversed, are weakened by the fact that it was signed by the president himself who stands to lose face if he backtracks.

Equally disturbing is the signal that political intrigue appears to be playing itself out in the economic arena. Perti, a large ethylene importer partly owned by President Suharto's eldest son, is still in the process of negotiating a contract with Chandra Asri, partly owned by President Suharto's second son, to purchase ethylene. The two parties have been unable to agree on a pricing structure.

The ethylene import surcharge, which only applies to polyethylene manufacturers such as Perti, effectively forces

the British Petroleum subsidiary to accept Chandra Asri's offer. Meanwhile, a number of other parties are queuing up to benefit from the pioneer scheme for cars.

Notable in all cases is that the likely beneficiaries of the scheme would not be ethnic Chinese businessmen, who are widely resented in Indonesia for their wealth. To date the car market has been controlled by Japanese investors in joint-venture arrangements with Indonesian companies controlled by ethnic Chinese businessmen.

There has been much resentment at the fact that Japanese manufacturers placed export restrictions on cars assembled in Indonesia and that little transfer of technology has taken place.

Tax and tariff exemptions to manufacture a "national" car are being sought by the Bakrie Group, a prominent conglomerate, by Mr Probojutedjo, a cousin of President Suharto, by the Siantara Group, controlled by the president's youngest son, and by BPPT, the state agency for technology and research, controlled by the minister for research and technology Mr Jusuf Habibie.

The foreign manufacturers offering technical assistance to these parties reportedly include an unnamed European car manufacturer, General Motors, South Korea's Hyundai and Land Rover of the UK.

The policies indicate that the government's reluctance, which include finance minister Mr Soedarto Muhammad, have been sidelined over the past two months. A senior official at the ministry of trade and industry said recently that "everybody in the reforming camp is feeling very demoralised at the moment."

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## WORLD TRADE NEWS DIGEST

### Nissan to make cars in Vietnam

Nissan, Japan's second largest carmaker, has applied for approval to manufacture vehicles through a joint venture in Vietnam. Nissan hopes to build a car and pick-up truck with a Vietnamese manufacturer in Danang to meet expected growth in demand in the country. The venture will be 25 per cent owned by Danang Automobile Mechanical Factory and 75 per cent by Nissan TOM, an investment company formed by Nissan, Tan Chong & Sons Motor, a Malaysian vehicle maker, and Marubeni, the Japanese trading company.

Manufacturing is expected to start in 1998, with production of 1,000 units in the first year. The Vietnamese market is forecast to grow from more than 10,000 cars a year to about 60,000 by the year 2000 and 80,000 by 2005. Nissan hopes that, by 2000, its factory will produce 3,000 units a year.

Mitsubishi said yesterday it would start making the Pajero, an off-road vehicle, at its Vietnamese factory to compensate for reduced production of minibuses, trucks and the small passenger cars developed with Proton, its Malaysian joint venture.

Mitsubishi has been manufacturing in Vietnam since last spring but has faced severe competition from lower-priced vehicles from South Korea.

Michiko Nakamoto, Tokyo

### Samsung Motors eyes Europe

Samsung Motors, the new South Korean car company, has established a European headquarters in Frankfurt and may eventually build factories in Europe. However, any large industrial investments by Samsung Motors in Europe are not expected until after the year 2000 since it has not yet produced its first car. Samsung is building its first car plant at Pusan, South Korea, to begin production in 1998 and make 500,000 medium-sized saloons a year by 2000.

Europe is expected to be a main export market for Samsung as for other Korean carmakers. In gaining state approval in 1994 for its car project, Samsung promised the Korean government to export 85 per cent of its production up to 2002 to avoid disrupting the sluggish domestic market and causing losses for its competitors, which include Hyundai, Kia and Daewoo. Some analysts have expressed scepticism about Samsung's ability to enter overseas markets quickly since the industrial group has little experience in vehicle manufacturing.

Samsung is acquiring its automotive technology from Nissan of Japan. It is also recruiting at least 200 engineers from Nissan because of a shortage of qualified automotive engineers in Korea.

John Burton, Seoul

### Burger King to expand in Japan

Grand Metropolitan, the UK food and drinks group whose brands include Smirnoff vodka and H&M-Dess ice-cream, is aiming to have 100 of its Burger King restaurants in and around Tokyo by 2000. GrandMet, which already has 20 Burger King outlets in Japan, yesterday announced a \$3m joint venture with Japan Tobacco. Under the deal the Japanese partner is to convert 40 of a chain of restaurants known as Morinaga Love to Burger King over the next 18 months. The Tokyo outlets will be used as a base for further expansion across Japan. Burger King has 6,200 outlets worldwide, and sales of \$5.3bn (\$8bn) last year.

David Blackwell, London

### Central America fund launched

Britain's Commonwealth Development Corporation has launched what it said was the first venture capital fund for Central America. The \$22m fund will invest between \$250,000 and \$3m in small and medium-sized businesses in sectors including agriculture, tourism, manufacturing, power and services. Investments are possible in all seven Central American countries. CDC will contribute up to half of the funds with the rest coming from the InterAmerican Investment Corporation, Sweden's Swedfund and five local private sector institutions. Management of the fund will be provided by a separate company, CDC, a development finance organisation no longer funded by the British government, has \$360m of investments in Central America out of a \$2.2bn portfolio.

Stephen Fidler, Latin America Editor

■ Britain's Export Credits Guarantee Department has extended its first buyer credit guarantee for Brazil since resuming cover in September. It has underwritten a \$25.7m loan, arranged by Lloyds Bank, for the Brazilian company Schabin Curry. It is to help finance an order to a consortium led by Cable and Wireless for a fibre optic submarine cable system between Rio de Janeiro and Fortaleza.

Stephen Fidler

### Beijing hints at US aircraft order

By Michael Skapinker,  
Aerospace Correspondent  
in London and Nancy Durne  
in Washington

Aircraft manufacturers reacted cautiously yesterday to news that China might be prepared to award aircraft orders to US companies. If Washington agreed to delay sanctions in a software trade dispute.

Manufacturers' wariness stems from their experience of China's practice of telling rival manufacturers they are likely to receive aircraft orders. Mr Li Peng, Chinese prime minister, is believed to have told Mr Jacques Santer, European Commission president, earlier this year that China would order aircraft worth \$1.5bn from Airbus Industrie, the European manufacturing consortium.

Mr Li also told Mr Hervé de Charette, French foreign minister, China would place an order for between 30 and 40 Airbus A320s and six A340s.

Airbus said yesterday it did not think that a decision by China to purchase aircraft from Boeing and McDonnell Douglas of the US would mean the European consortium would be kept out of the Chinese market. "The Chinese market is growing fast enough to accommodate all three aircraft manufacturers," Airbus said.

Boeing said the most recent news of China's interest left it feeling cautiously optimistic. The company said: "We've been talking with these people for quite a long time about what their next round of aircraft orders might entail. We haven't heard anything directly but it is encouraging. US officials, who have been compiling a list of potential sanctions for China's failure to honour a bilateral pact on intellectual property rights, declined to comment on reports that Beijing is offering to complete orders for commercial jets if the US delays an imposition of sanctions."

Both sides were also continuing to review the venue and shape of future meetings as the US presses for a tougher crackdown on software, compact disc and video piracy.

Mr Mickey Kantor, US trade representative, has stressed the need for greater progress on market access in China. One US option, if no agreement is reached, would be to cite China under the so-called "Super 301" list of US trade law, a mechanism which aims to open the markets of "unfair traders" through talks, threats and sanctions.

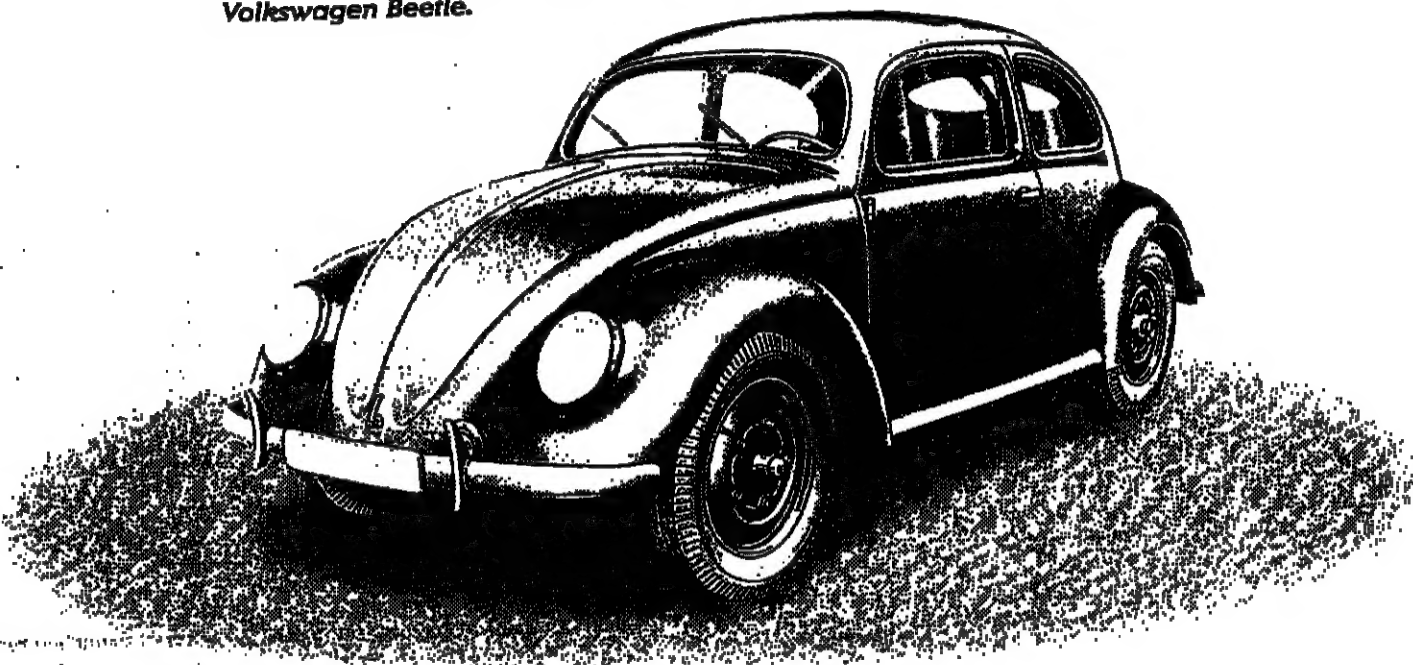
Singling out China could go some way towards mollifying a Congress where sentiment has been building against renewing China's Most Favoured Nation trade status.



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Beijing hints at US aircraft order







# Labour eases stance on anti-terrorism law

By John Kampferer in London and John Murray Brown in Dublin

The British parliament was set last night to renew emergency anti-terrorism legislation for a further year as the Labour party dropped its previous opposition to the Prevention of Terrorism Act.

Labour party business managers, who instructed their MPs to abstain in the vote, were hoping to contain a mini-revolt by a small group of backbenchers with strong leanings towards Irish nationalism.

Mr Michael Howard, home secretary, told the Commons that the end of the Irish Republican Army ceasefire and warnings of 25 years of terrorism ahead provided a "bleak backdrop to our debate".

He was speaking as Sir Patrick Mayhew, chief Northern Ireland minister in the British government, held talks in Dublin with Mr Dick Spring, the deputy prime minister of the Republic of Ireland. They discussed the latest round of meetings with the constitutional parties from Northern Ireland.

Sir Patrick had earlier reported to the UK cabinet on the 10 days of discussions with the parties that had apparently failed to narrow differences on a mechanism for elections to a forum which will delegate representatives to all-party talks.

Downing Street officials said Mr John Major, the prime minister, and other senior ministers would receive position papers from Sir Patrick over the weekend ahead of a final decision early next week on the election format.

The government appears likely to back proposals for Westminster-style constituencies set out by the Ulster Unionists, the province's largest party. Leaders of the main parties, including Mr David Trimble of the Ulster Unionists and Mr John Hume of the moderate nationalist Social Democratic and Labour party, are gathering in Washington for a White House St Patrick's Day reception to be hosted by President Bill Clinton tonight.

Mr Major told the Commons



British soldiers remember Ireland's patron saint: Sergeant Anthony Murphy of the British army's 1st Battalion, Royal Irish Regiment, delivers sprigs of traditional Irish shamrock marking St Patrick's day to soldiers manning checkpoints in Northern Ireland near the border with the Irish Republic

that he, Mr Clinton and other world leaders had united during their conference in Egypt on Wednesday in their resolve to combat terrorism.

"The Prevention of Terrorism Act has proved of indispensable value as part of our armoury against terrorism and it is vital that its powers are continued by this House," he said.

Mr Michael Howard, home secretary, said the powers to make exclusion orders - banning individuals from entering mainland Britain - had deterred terrorists from carrying out attacks. "The events of the last few weeks surely put the continuing need for the act beyond doubt," he added.

Labour's decision to abstain in the vote marked the first time since 1989 that the party had voted not to oppose the act, arguing that it threatened civil liberties. The government

announced earlier this year that the act would be reviewed by a prominent judge.

More than half of Northern Ireland households suffered a loss of income as a result of the last UK national Budget, says a report published today. This is in sharp contrast to the government policy of targeting social needs in the region.

The report by the Northern Ireland Economic Council, an independent think tank, says the level of welfare dependence in Northern Ireland means that the decisions by Mr Kenneth Clarke, the chancellor of the exchequer, have a disproportionate impact on the local economy compared with the rest of the UK.

The analysis says that, compared with the rest of the UK, Northern Ireland incomes are lower, there are more unemployed households and families are larger.

## Schoolroom killer had been issued with certificates for six weapons Murders expose gun law loopholes

By Jimmy Burns and James Harding

Potential loopholes in UK firearms legislation have been exposed by the apparent ease with which Thomas Hamilton, the Dunblane mass killer, legally obtained the handguns with which he murdered his schoolroom victims, say senior police officers and other security experts.

Superintendent Steve Read, a firearms commander with Hertfordshire police, said there needed to be much greater scrutiny by local officers of gun licence application forms, with additional psychological tests of potential gun owners.

"The secret lies in the depth of investigation that police forces are prepared to sponsor so that everything that needs to be known about an applicant is known," Supt Read added. "In practice inquiries can be very efficient or merely perfunctory."

Mr Terry Gander, editor of Jane's Infantry Weapons, said: "Generally speaking, the further north you go the more liberal

All through yesterday people trickled through the doors of Dunblane cathedral, our Scottish Correspondent writes in Dunblane. A few knelt to pray but most sat quietly, contemplating in silence the horror of Wednesday's massacre at the primary school. Some people brought flowers. A great profusion of early spring flowers, mostly white, arrived from an anonymous person in Saudi Arabia, labelled only with the words: "So sorry. The human race."

The 13th century Gothic cathedral is becoming a centre

eral police tend to be in gun licensing."

Earlier yesterday Mr Roy Cameron, president of the Association of Chief Police Officers, stressed that chief constables went to considerable lengths to try to ensure that guns were not in the hands of potentially dangerous people. "Before a firearm or shotgun certificate is granted, chief constables will satisfy themselves that the applicant is not prohibited under the

of mourning and reflection in the city. Tonight a vigil will be held to remember those who died. On Sunday, which poignantly is Mothers Day, there will be a special morning service.

"I think that on the surface normality will return to Dunblane very quickly," said the Reverend Morna Herkes, the associate Church of Scotland minister at the cathedral. "That's what Scots are like: we display an outward calm and an absence of emotion. But underneath there's suppressed grief and anxiety."

Firearms Act from possessing firearms, is not of intemperate habits or unsound mind, he satisfied that the safety of the public will not be endangered by an applicant's possession of weapons and ensure that there is good reason for requiring firearms."

But public anger has raised questions about Hamilton's possession of a personal firearm certificate even though he had been expelled from the Scout movement and been the

subject of several police and other local inquiries following allegations of his behaviour with children. He had owned a gun licence since 1977 and been a member of various gun clubs, it was confirmed yesterday.

The Scottish Office reported that the man who murdered 16 children using four licensed handguns had certificates for six weapons in all. These were a 7.6mm rifle, a 22mm rifle, two .357 revolvers and two 9mm pistols.

Under the 1968 Firearms Act, a firearms certificate entitles the holder to own a number of weapons. "People who have firearms certificates can have a range of weapons for different purposes, so it is not unusual that a person with a certificate has a variety of guns of different calibres," a government official explained.

Hamilton is thought to have filled in a three page standard application form including a negative to the questions "have you now or have you ever had any form of mental disorder," and "have you been convicted of any offence."

## Party divided on EU referendum

By Robert Peston, Political Editor

Senior MPs in the opposition Labour party admitted yesterday that it is in effect committed to holding a referendum on sterling's membership of a single European currency if monetary union begins in 1999 on schedule and a decision has been taken for sterling to join.

However, just as the governing Conservative party's cabinet is split on whether to make a firm referendum commitment, there is division on the issue at the top of the parliamentary Labour party.

Earlier this week Mr Robin Cook, the Labour party's shadow foreign secretary, said in the House of Commons that "no British government can join a single currency without the consent of the British people". This was a simplification of Labour's formal position that it would not take sterling into a single currency without seeking popular assent either

through a referendum or a general election.

The party accepts that the next general election in Britain will not be fought on whether to join a single currency. Even if the election were held at the last possible moment - in the middle of next year - a decision on monetary union would be premature.

As a result, if a Labour government decided in 1999 to replace the pound with the euro - and assuming that monetary union is initiated on the current timetable - it would have to hold a national referendum. "There is no escaping that," said a frontbencher.

The question therefore is why Mr Tony Blair, Labour's leader, has resisted the temptation to make this commitment more explicitly. One reason is that the shadow chancellor of the exchequer, Mr Gordon Brown, is just as hostile to making a referendum commitment at this moment as Mr Kenneth Clarke, the Conserva-

tive party's chancellor.

Mr Brown is opposed to narrowing his room for manoeuvre on the single currency issue three years before the decision is taken. He is also concerned that such a public commitment might damage the warm relations which Labour has cultivated with pro-EU governments across Europe.

"It would send out the wrong signals," said a senior member of the party.

But there is a strong counter-argument for Labour in favour of a firm referendum commitment, in that it would upstage the government's imminent pledge on the issue. The prime minister hopes in the coming fortnight to overcome Mr Clarke's opposition, permitting him to make the referendum promise at the end of the month. He hopes in this way to persuade recalcitrant Eurosceptic Conservatives to cease their campaigning to keep sterling outside a single currency until after the elec-

tion. However, the Eurosceptics' decision whether to call a truce depends in part on Labour's referendum position.

"If Labour were to make the pledge first, it would put us in an appalling position," said a leading Tory sceptic MP. "We would then be seen to be copying them. In those circumstances most of my colleagues would feel they had to press Major for a definitive commitment never to join a single currency."

This prospect is causing considerable anxiety in the cabinet and has naturally persuaded some senior members of the Labour party to argue for a pre-emptive strike. Mr Tony Blair, Labour's leader, is however unpersuaded. "We are quite happy with our current position," said one of his close colleagues. "If we made the explicit referendum pledge, we would be accused of political opportunism."

Philip Stephens, Page 16

## European loses case against Economist

By John Mason, Law Courts Correspondent

The weekly newspaper The Economist failed yesterday in its claim that the trademark of its title had been infringed by European Voice, a Brussels-based tabloid recently launched by The Economist magazine. The claim was made in the High Court in London.

A judge refused to grant an injunction to force The Economist to rename its new publication. He said there was no chance that the use of the word European in both titles could lead to confusion among readers.

The Economist had complained that the use of the word European might make people think that it rather than The Economist was publishing the new weekly. The European was founded by the late Robert Maxwell and is now owned by the multi-millionaire Barclay brothers.

European Voice was launched last October by the Economist, in which Pearson, the British media group which owns the Financial Times, has a 50 per cent stake. The paper is aimed at a specialist readership, principally members and staff of European Union institutions such as the Commission and Parliament. It has a relatively small print run of 20,000, circulates mainly in Brussels and does not use colour.

The European is a weekly colour broadsheet with a circulation of about 165,000 among the general public. "It is quite clear that different people, equally eminent and experienced in the trade, take different views on the question," said the judge. In the end, he relied on his own view the two titles were not similar enough to create confusion, he said.

A spokesman for The Economist said afterwards: "We were surprised The European ever brought this case and are pleased at the judge's ruling." Mr Charles Garside, editor of The European, said the paper would be studying the judge's ruling.

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# Exchange may admit property trusts

By Simon London,  
Property Correspondent

The London Stock Exchange is considering changing its rules to allow a new generation of tax-efficient property investment vehicles.

The rule changes under consideration would allow the creation of property unit trusts which would be allowed to trade on the exchange. Fund managers now wishing to invest in property have the choice of buying actual buildings or shares in a property company or unitised unit trusts.

Property companies pay corporation and capital gains tax, which makes it more efficient for tax-exempt investors such as pension funds to own buildings directly rather than shares in a property company. However, this creates a second problem: property can be a difficult asset to buy and sell, and an administrative burden to manage directly.

The rule changes could thus provide a financially attractive way for fund managers to turn their property portfolios into more easily tradeable investments.

A group of fund managers,

for example, could pool buildings which they owned directly into a new listed trust in which they would own shares. These could then be traded on the stock exchange.

The successful introduction of liquid tax-efficient property funds could lead to a wide-spread restructuring of the UK property market. Pension funds could exchange their illiquid property portfolios for liquid securities without suffering any tax disadvantage. This would pave the way for the creation of a liquid market in property securities similar to the \$50bn US Real Estate

Investment Trust (REIT) market.

The exchange is expected to circulate in the next few weeks the draft of a new chapter to its Yellow Book, which contains listing requirements for all listed securities. New rules allowing property funds with a full stock exchange listing could be introduced as soon as the summer. Such funds are likely to be based on the unit trust structure, where the investment's capital base grows and shrinks as units are bought and sold, unlike companies or investment trusts in which the share capitalisation

is fixed. UK fund managers have long argued for the introduction of property investment vehicles which are more tax transparent than property companies.

The latest initiative has been spearheaded by Mr Dik Dusseldorp, the founder and former chairman of Lend Lease, the large Australian combine.

Mr Dusseldorp, who in the 1970s helped create the Australian property trust market and the US REIT market, wants to create a vehicle based on the unit trust formula but with a full listing.

## Acquisitive London-based company plans expansion programme in US and east Asia

# Steel group invests \$950m in Kazakhstan

By Stefan Wagstyl,  
Industrial Editor

It is not every day that a privately owned company in London's Berkeley Square decides to invest nearly \$1bn in a rundown steelworks with 38,000 staff in the former Soviet Union.

But Ispat International, the steel group which recently announced plans to invest \$950m in Karmet, Kazakhstan, thrives on taking risks that others might have avoided.

The group, which last year moved its headquarters from Jakarta to London, has in the last decade created a business encompassing Indonesia, Trinidad and Tobago, Mexico, Canada and Germany. Under Mr Lakshmi Mittal, its Indian-born chief executive, Ispat has established itself as one of the more dynamic of the world's steelmakers.

Nevertheless, the Kazakhstan venture is Ispat's biggest gamble yet. Even in its first year it will add some \$1bn to the group's \$2bn turnover and add more than 30,000 to the payroll of 6,500. Moreover, whereas much of Ispat's recent expansion has coincided with buoyant steel markets, the latest investment comes amid signs of a slowdown.

Mr Mittal, 45, has no doubts that Ispat can moderate Karmet, the world's third largest steelworks. "We can see lots of potential." He is so confident that Ispat is simultaneously



Lakshmi Mittal: "We can see lots of potential"

pressing ahead with plans to expand in the US and east Asia, and with the overhaul of Irish Steel, the only steelworks in the Republic of Ireland.

Mr Mittal has good reason to believe in his management skills. He was born into an Indian business family which made its fortune in steel-making in India. The eldest of four sons, he decided in his mid 20s to strike out on his own and established the family's first overseas operation in Indonesia in 1976. In 20 years he has turned an initial \$1.5m investment in a rolling mill into a group making 8.5m tonnes of steel a year with

assets of \$3.5bn, or \$1.8bn after deducting bank loans. Mr Mittal has steadily cut the commercial links with his family in India, leaving him and his wife as sole owners of Ispat.

In 1988, he took management control of Trinidad's state-owned steel company, which he bought outright last year. Other acquisitions followed - state-owned companies in Mexico, Sidbec-Dosco in Quebec, and Hamburger Stahlwerke in Germany.

Generally, purchase prices were low but the acquisitions were tied to investment commitments. Ispat has concentrated on producers with elec-

tric arc furnaces - small furnaces which can make steel economically in much smaller quantities than traditional integrated steelworks using big blast furnaces. Unlike the latter, electric arc furnaces can be run without large amounts of scrap steel as feedstock. Instead, they use direct-reduced iron made by a special process straight from iron ore. Ispat claims to be the world's biggest producer of direct-reduced iron.

Although direct-iron-based steel accounts for only 35m tonnes out of world steel output of more than 700m tonnes, investments by Ispat and others could bring another 20m tonnes on stream by 2000.

The direct-reduced iron process has spared Ispat from the swings in scrap metal prices which have been high in the 1990s because of solid demand for steel. So, Ispat has enjoyed a cost advantage over many traditional steelmakers. It has also capitalised on its trading skills and international network to switch supplies between different markets to maximise profits.

Kazakhstan is a challenge of a different order. Not only is the plant much bigger than Ispat's others, it is based on traditional blast furnaces and is poorly served by international transport links. Ispat's plan is to close loss-making operations, cut staff by 10,000, and invest to raise output from less than 40 per cent capacity

to near the maximum of more than 8m tonnes a year. Mr Mittal has paid about \$450m for the works and intends to invest about \$500m over five years.

At the same time, he is busy looking for opportunities in the US, where he recently announced plans for a plant making 1.5m tonnes of direct-reduced iron a year. He hopes to follow this with investments in electric arc furnaces, possibly buying plants from existing producers. Mr Mittal says: "We set ourselves the target of producing in the former Soviet Union and in the US. We have done the first. Now we need to do the second."

Meanwhile, Ispat has signed an agreement with Kobe Steel, the Japanese steelmaker which developed important elements of the direct-reduced iron technology, to explore investment possibilities in east Asia.

Mr Mittal has also made time to push through his investment in Irish Steel, which the government of the Republic of Ireland is supporting with aid worth £38m (\$68m). The deal, which was challenged by the UK government on the grounds that it broke EU state aid rules, was eventually approved by the European Commission after Ispat accepted limits on Irish Steel's output. Asked why he had spent so much effort on a relatively small plant, Mr Mittal shrugs his shoulders and says: "I like a challenge."

## UK NEWS DIGEST

# Nuclear fleet cost up by \$725m

The estimated final cost of Britain's Trident nuclear deterrent rose by \$272m (\$725m) last year, but the Ministry of Defence said the programme was still running below its original projected budget. Mr Michael Portillo, defence secretary, said the increased cost was largely caused by inflation and exchange rate variations, although he admitted that real costs had increased by £112m. The higher than expected cost of building a new refit facility at Devonport Dockyard in south-west England is understood to be one factor.

Mr Portillo said the four-boat Trident submarine force would be ready on schedule and that the second vessel was launched on time at the end of 1995. Mr Bruce George, vice-chairman of the House of Commons defence committee, said MPs would demand a full explanation of the reasons for the increased costs. "When you look at every single procurement project the ministry embarks upon, on the whole it does not work or it is over budget at the end of the day," he said.

George Parker, Westminster

## \$3bn loan facility for Railtrack nears completion

Railtrack, owner of the state rail network's track and stations, is close to finalising a loan facility of between £2bn (\$3.04bn) and £2.5bn which should finance its investments into the next century. Railtrack is set to be floated on the London stock market next month. The facility, which is likely to have a life of between five and seven years, is an important plank in Railtrack's privatisation because the London Stock Exchange requires a company seeking a listing to have sufficient financing in place for working capital and investment.

BZW, the investment banking arm of Barclays Bank, is arranging the facility. Once the financing is in place, Railtrack can issue its prospectus. The flotation will take place in May. Bankers said the government's decision to write off £1bn owed by Railtrack would allow the company to draw on the facility without damaging its balance sheet or worrying its shareholders. The government's action means that Railtrack is likely to have a capital structure of \$585m to \$600m of debt and about £1bn of shareholders' funds.

Antonia Sharpe, Markets Staff

## Accountancy bodies are urged to co-operate

The accountancy profession's six main representative bodies are being urged to take further steps towards closer co-operation in the wake of continued failure to agree formal

mergers. Professor Mike Harvey, president of the Chartered Association of Certified Accountants, said the profession's existing umbrella body - the Consultative Committee of Accountancy Bodies - should review its role and structure to see if it could co-ordinate greater co-operation and help deal with any new regulatory body which may emerge from current talks.

He added that the important issue was to find a way of achieving our common objectives without losing the valuable diversity offered by the various bodies. The government has been pressing for some time for the profession to "speak with one voice".

Jim Kelly, Accountancy Correspondent

## Number of Nobel prizes for science declines

For four decades after the second world war the UK was winning Nobel prizes for science at a rate of about one per year. But the last British winner was Sir James Black, who took the medicine prize in 1988 for his work in drug discovery. Since then, the scientific lobby group, draw attention to the recent Nobel drought in a policy document for the next general election, which it released yesterday to coincide with the start of set 96, the national science week. The group said it wanted to see the record straight because "in recent statements ministers have drawn attention to Britain's outstanding record in the competition for Nobel Prizes in science". The group is pushing for big increases in science spending.

Professor Jean-Patrick Changeux, of Imperial College, London, who is on the group's executive committee, said winning Nobel prizes was not just a matter of honour and glory. "When British scientists win, they have a great influence in attracting young people into their subjects," he said.

Clive Cookson, Science Editor

## Oil and gas exploration licences are awarded

Twenty two licences for oil and gas exploration on land in England were awarded by the government. They cover mainly the East Midlands and Lincolnshire basins; other awards were made in less well-established areas including south Wales, Yorkshire and Humberside, Hampshire, Oxfordshire and Wiltshire. Mr Richard Page, the junior energy minister, said the licences should result in a strong increase in onland exploration activity. Several of the licences are for extracting gas from coal deposits.

David Lascelles, Resources Editor

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## KENT

## Where Europe begins

The last English county seen from Channel Tunnel trains is trying to end its backwater image. But its efforts have a long way to go, writes William Lewis

The business leaders of Kent are seeking a radical change in their county's image as a sleepy economic backwater. Kent is known affectionately as "the garden of England". But it has the potential to be the front garden of the UK facing the rest of Europe," says Mr Jon Barrett, head of inward investment at the Kent Enterprise Office, based in Chatham and the agency responsible for helping companies relocate to Kent.

Mr Tim Byles, Kent County Council's director of economic development, agrees. He says that "Kent is not the end of England. It is the beginning of Europe".

Concern that this image is not being communicated to potential investors led Kent business leaders to call on Sir John Harvey-Jones, former chairman of ICI and now a well known business troubleshooter, for his views.

Sir John did not mince his words. Speaking at a conference in Folkestone in November, he said: "There is a total lack of cohesiveness in Kent and Kent's approach to the problems it is facing."

What Kent needs "above everything" is "a clarity of vision and one person very clearly carrying the banner for the county". He said that the county needs a "Mr Kent" to lead its new identity drive and encourage investment.

Sir John advised business leaders to do "everything possible to get Kent to concentrate, over a number of years, on building up its identity and pride".

The county needed to develop a slogan - perhaps

"Kent Leading into Europe" - as well as a logo to be used by every Kent business. He also suggested the amalgamation of some of the agencies responsible for marketing Kent under the name "Kent in Front".

Most important of all, Sir John said, was the need for "an absolutely clear cohesive effort, where strategists, the development agencies, enterprise council and everyone else are all in one room, promoting overall economic development together".

Sir John's message is one that the county's business leaders appear to be taking to heart. Later this year Kent County Council and Kent Training and Enterprise Council (Tec) will be announcing new initiatives which should help bring closer together the agencies involved in the county's business development.

There is also to be a shake up at the Kent Enterprise Office, which is to be renamed Invest in Kent. "We are talking about a change in the way we do things in Kent, some of which is already under way," says Mr Byles. He wants to encourage the county to focus on 10 to 12 core sectors and develop cross-sector initiatives to boost economic growth. "We want a more co-ordinated approach to help overcome structural weaknesses," he says.

As part of its attempt to enter the European mainstream, Kent has established a relationship with the Regional Council of Nord-Pas de Calais. The aim has been for the two areas - Kent with its 1.5m people and Nord-Pas de Calais with about four times as many people - to be considered as a Euro-region.

While analysts say that Kent has been able to obtain some additional economic development funding by promoting this transborder - or Trans Manche - concept, the link up has caused some confusion for inward investors.

As a result, in the early stages of inward investment meetings the KEO introduces clear

distinctions between the two regions.

Confusion about the size and shape of the county of Kent is likely to be increased when the Medway area splits off to become a separate unitary local authority and as the UK government's Thames Gateway initiative continues.

Nevertheless there are clear benefits to Kent from its French link up. Following the completion of its first transfrontier programme under the European Union's Interreg initiative, Kent was allocated £14m for a new Interreg 2 programme for joint transfrontier projects with Nord-Pas de Calais.

The aim of Interreg is to assist border regions to overcome problems of isolation at a national level and develop co-operation across national borders. Although the initiative will focus mainly on the areas on each side of the border, there are also a number of projects being developed across the county by public, private and voluntary sector bodies. If approved these projects can attract up to 50 per cent funding from the EU.

There are also a number of other European funding initiatives. For example Thanet, an area of industrial decline and high unemployment in south east Kent, is eligible for Objective 2 status, which enables £1m of EU structural funds to be drawn down for training programmes.

Grants and financial assistance from the UK government are also available to companies, though mostly in the east of the county.

In July 1993 the area was granted assisted area status, with Thanet classified as a full development area and the districts of Dover, Swale and Shepway granted intermediate status. Designation as a full development area means that Thanet has been able to attract higher levels of grants.

Kent County Council says it has "fought long and hard to persuade government that the county has deep seated

economic problems" and is glad that its case is being recognised. The assisted area status was granted for three years and is up for renewal this year. Mr Mike Glennon, the KEO's marketing services manager, says that he would be "amazed" if the government did not renew it.

In the last three years the KEO has been kept busy with more than 1,000 enquiries each year, but it has not met job creation targets. As a result consultants have advised that it re-focus its efforts on new investment into Kent by UK or foreign owned companies rather than seek relocations of UK companies.

Last month's announcement by the government of the consortium chosen to build the high speed Channel tunnel rail link should help attract investment into Kent.

The £3bn contract was awarded to the London & Continental Railways consortium and its high-speed link will have two purpose-built stations in Kent, one in Ebbsfleet, where plans to build a new town were recently unveiled by Blue Circle Industries, and a second at Ashford.

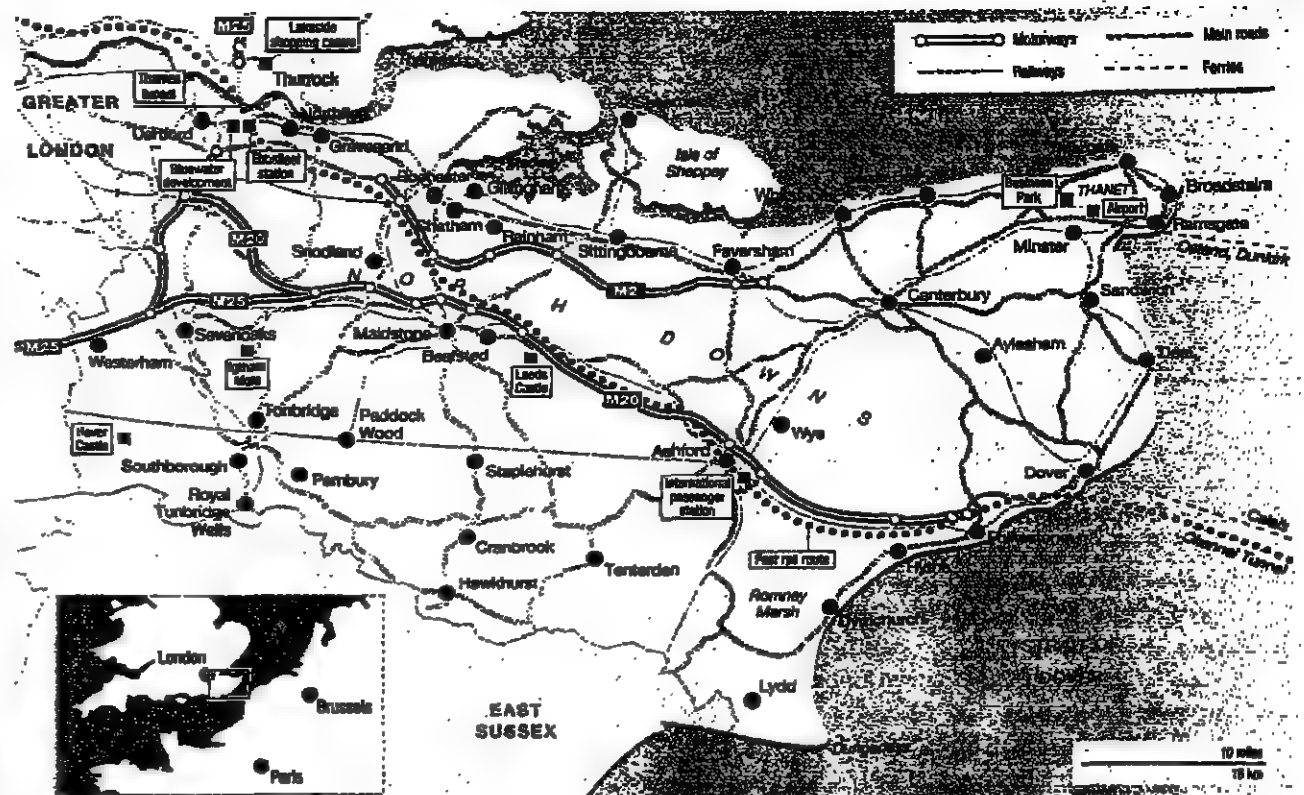
However, these and other investments may not be enough to overcome Kent's structural problems. Even though its economy is forecast to grow at an annual rate of 2.3 per cent over the next 10 years, it is spread evenly across manufacturing and service industries.

For example, there are big differences between regions of Kent, with unemployment rates well above the national average in some areas. There is also a belief that Kent's economy is too reliant on a small number of large companies.

The on-going battle between Eurotunnel, the crisis-hit operator of the Channel tunnel, and the ferries, could also have a damaging effect in Kent this year. Eurotunnel is negotiating with its banks to ensure its survival and the ferries are likely soon to have to contemplate reducing their



Leeds Castle, near Maidstone: one of the treasures of England in a county whose rich heritage is insufficiently appreciated



operations, perhaps through mergers.

Kent businesses are also concerned about the local labour market. Some complain at the lack of a strong relationship between companies and the county's educational institutions.

According to a recent economic study on Kent, London continues to provide

employment for a significant part of Kent's 605,900-strong working population. Just under 100,000 Kent residents commute to London, mostly from the north and west of the county along the principal road and rail routes.

Business leaders fear that privatisation of the rail network could hit Kent, with the quality of rolling stock

currently in use described as poor. The shortage of high quality business premises is also seen as a constraint on inward investment.

In particular, there is a gap in the provision of specialised business incubator and science park developments aimed at small and medium sized technology-based companies. Kent's attempt to establish

itself as Europe's front garden is vitally important not just for the county, but also for the rest of the UK.

If Kent failed to assert its identity clearly in Europe, it would be to the detriment of the UK as a whole, said Sir John. The county should therefore remember that it was fighting not just for itself but the whole country.

THE EXPANDING INFRASTRUCTURE: by William Lewis

## Land, sea and in the air

The Chunnel has stimulated huge capital spending

Kent expects a stormy summer in the market for cross-Channel travel due to the increasingly bitter fight between the ferry companies and Eurotunnel, the troubled operator of the Channel Tunnel.

With Eurotunnel in negotiations with its 225 banks over the repayment of £8m of debt, and P&O and Stena-Sealink, the two main ferry companies, resisting strong commercial logic to merge or trim their cross-channel operations, the only certain outcome appears to be that more jobs are going to be lost in Kent.

Transport, distribution and infrastructure are crucial economic sectors for Kent. For example, the distribution sector employs 22,000 employees - 4 per cent of the total - a figure which more than doubles if transport is included.

Kent Port Strategy, a comprehensive study into the future of Kent Ports agreed by the ferries and Eurotunnel in collaboration with Kent County Council, suggests three possible scenarios in the cross channel battle, all of which involve "disequilibrium" in the cross channel market at least until 2002.

● Eurotunnel's Le Shuttle service will capture about half of the total car passenger market. This would leave the ferry operators "almost bereft of traffic except during the peak summer season". Only a "residual" Dover-Calais ferry operation would survive.

● Eurotunnel will capture about 35 per cent of the total market, with the ferry operators taking a similar share.

● The speed advantage of the tunnel will be offset by other factors, for example the ferries' superior on-board facilities. Eurotunnel's market share will be reduced to 25 per cent.

All three scenarios have implications which "are very serious indeed" for the Kent economy, the report states. The first implies "the virtual extinction" of Kent's port and ferry industry. The third implies the "commercial collapse of Eurotunnel plc and the refinancing of the tunnel".

The predicted fall-out for Kent from the battle between the ferries and the Eurotunnel comes after a period during which port related employment has already suffered.

From 1991 to 1993 there was

a 16 per cent decline in employment in the port industry - 1,300 jobs. Another 1,080 are expected to go between 1993 and 1996. Net employment loss in Kent port districts from 1991 to 1996 is expected to total 3,000 jobs.

Last September, Eurotunnel suspended the payment of interest on its £8m debt, in an arrangement known as standstill. Recently it said that a French court had appointed two individuals, one of whom is Lord Wakeham, former UK energy secretary, to try to resolve its financial crisis.

The Anglo-French company has begun to shift its pricing

strategy from charging a higher price for a premium service to one which seeks to maximise passenger levels - "a ferry company operating under the sea" as one analyst describes it.

The ferries have met Eurotunnel's challenge with what City analysts describe as bizarre tactics - increasing their capacity. According to the Dover Harbour Board, the trust body which is responsible for Dover Port, there are now more than 80 crossings a day.

In spite of Eurotunnel pleadings, there are few signs of the ferries moving towards rationalisation. Lord Sterling of Plaistow, chairman of P&O, recently said that if the cross channel market continues to grow at 20 per cent a year as in

1995 P&O would probably endure the short-term impact on ferry profits this year. "The interesting thing will be to wait until the end of 1996," said Lord Sterling.

However, if the price war intensifies and the tunnel continues to take more market share, City analysts expect P&O to ask the government to let it begin merger talks with Stena.

In the run up to the opening of the tunnel, the ferry companies undertook certain rationalisation measures. Some routes, such as Dover-Boulogne, have closed, leading to significant job losses. Predicted further reductions in capacity "will lead to additional loss of port and ferry employment," the report states.

Mr Bill Fawcus, a Dover Harbour Board executive, is open minded about the outcome of the ferry-Eurotunnel battle. He predicts a "balancing act" in the cross channel market, but says "it is difficult to say what form that will take".

He predicts "further growth" in passenger traffic and says there will be at least 17.8m passengers in 1996.

Nevertheless, there are signs that the trust is preparing for a future in which the ferries are smaller players. Dover Harbour Board is diversifying into areas such as property development and cruises.

Elsewhere the news on infrastructure development is more positive. Two weeks ago, the government announced the long-delayed go-ahead to build a high-speed rail link between London and the Channel Tunnel entrance.

The £3bn contract was awarded to the London & Con-

tinental Railways consortium. It will take over the European Passenger Services from the government and plans a stock market flotation of London & Continental in the second half of 1997 to coincide with the start of construction. The high-speed rail will have two stations in Kent, in Ebbsfleet, where plans to build a new town were recently unveiled by Blue Circle Industries, and in Ashford.

Construction of the tunnel rail link has five main components, each accounting for about a fifth of the total capital cost of £3bn, before inflation. Three of them should substantially boost Kent's construction industry. For example, construction of the rail link will necessitate about 70km of track passing through Kent to the coast, involving construction of a railway viaduct over the River Medway and 3.2km of tunnelling.

The recent opening of the international passenger station in Ashford means that ahead of the high-speed link passengers boarding there can reach Paris on the Eurostar Channel tunnel route in two hours and Brussels in two and a quarter hours.

Mr Anthony Slack, Ashford Borough Council's planning officer and deputy chief executive, argues that Ashford could now experience a "Gatwick or Heathrow" effect, by attracting businesses to relocate to its vicinity on the back of its excellent European and UK communication links.

Near Ashford are three key development sites - Eureka Science and Business Park, Orbital Park and Waterbrook.

Continued on Page III

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Quiet before the summer storm: the interior of Le Shuttle passenger terminal at Folkestone



■ ECONOMY: by William Lewis

## Key areas are targeted

New jobs are sprouting, but underlying weaknesses remain unresolved

Kent appears to have a rosy economic future. Experts forecast annual growth of 2.3 per cent over the next 10 years, spread evenly across manufacturing and service industries.

Ernst & Young, the consultancy firm, and Business Strategies, a consultancy, also predict a rise in employment, albeit at a slower rate - 1 per cent per annum. This should lead to the creation of 33,000 jobs between 1995 and 2005 and a further 19,000 jobs in the six years to 2010.

If things go according to plan, by 2006 total employment in Kent will have risen to 673,200. Manufacturing as a percentage of gross domestic product will have increased from 18.7 per cent to 23.3 per cent.

However, the consultants, who were commissioned by Kent County Council and Kent

Training and Enterprise Council (Tec) and have published a wide ranging and comprehensive draft report called Kent Prospects, question whether this growth rate is enough to overcome Kent's fundamental economic problems.

"The critical question is whether growth rates of this sort will be sufficient to rectify structural weaknesses in the Kent economy and enable it to 'catch up' with rest of the South East region as a whole," the Kent Prospects report states.

During the boom years of the 1980s Kent's economy expanded more rapidly than the South East region as a whole, with growth averaging approximately 5 per cent a year. During the recession in the early 1990s, Kent's economy contracted more slowly.

However, Kent Prospects, billed by Kent County Council as the first study of its kind in the UK, identifies a number of "fundamental weaknesses":

- the county of Kent has the second lowest GDP per capita within the South East region;
- Kent's economy is struc-

ally disadvantaged with a high concentration of jobs in declining manufacturing industries and a smaller percentage in services than the rest of the South East.

• there are "pronounced disparities in well-being" between different regions within the county. Unemployment rates are well above the national average in some areas.

North and east Kent have been seriously affected by the decline of traditional industries. Approximately 80 per cent of Kent's unemployed total of 58,000 - 7.5 per cent of the workforce - are concentrated in these areas.

In terms of employment distribution, the Kent industrial structure stands as follows: banking and finance 10 per cent; transport and communications 9 per cent; distribution, hotels and catering 22 per cent; construction 6 per cent; manufacturing 17 per cent; primary sector 5 per cent; and other services 31 per cent.

Another issue is the reliance of Kent's economy on a small number of large companies. Ernst & Young and Business

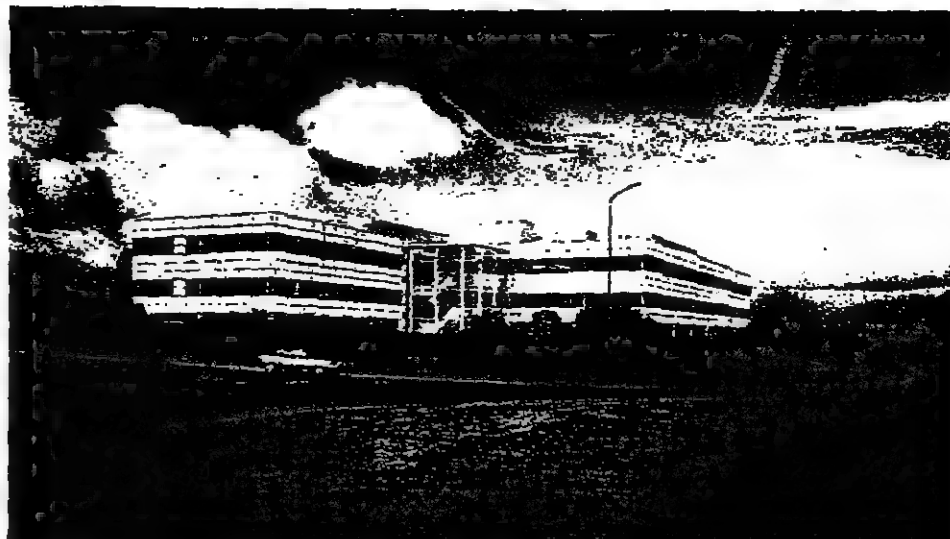
Strategies stress the importance of "adopting defensive measures to ensure that existing investment stays in place" and so that the negative effects on Kent of any possible restructuring are minimised.

The dangers are clear. Kent has a strong pharmaceutical sector which employs 9,000 people - 1.6 per cent of the workforce. It is seen by Kent County Council as one of the most important sectors.

However, eight companies account for 80 per cent of jobs in the sector and there have been job losses in Kent as a result of the recent pharmaceutical industry global restructuring.

For example, Glaxo's \$3.1bn take over of Wellcome in March 1995 led to the closure of Wellcome's pharmaceutical research and development centre in Beckenham where it employed more than 1,600 staff. The company has said that an outright sale to another big research and development-based multinational might be possible, as might the creation of a science park or homes.

However, according to Mr



Brighter prospects: speculative office buildings at King's Hill, West Malling

Stephen Mallen, head of research at Knight Frank and Rutley, the commercial property agency, such possibilities look far fetched.

Mr Tim Byles, director of economic development at Kent County Council, says that Kent Prospects grew out of an earlier study into the future of the county's ports. Mr Byles says that Kent County Council was able to persuade Kent's arch

rivals - the ferry companies and Eurotunnel, the Anglo-French operator of the Channel tunnel - to agree to a 285 page report which detailed a strategy for Kent's ports.

Having achieved what many saw as the impossible task of persuading the ferry companies and Eurotunnel to reach agreement, the council, with Kent Tec, commissioned a study on the Kent economy as

a whole. Its aim is to bring together the public and private sectors to agree a strategy until 2005.

A draft report, currently out for consultation, recommends focusing economic development strategy on 10 to 12 key sectors, including pharmaceuticals.

They include:

- Transport. Rail, road, sea and air transport account for

34,000 jobs, 6.5 per cent of Kent's total workforce. The health of this sector is largely reliant on the future of Eurotunnel as well as possible retrenchment by the ferries.

• Food Processing. This sector employs 4,000 people - 1 per cent of the work force - but that is a relatively low proportion compared with the rest of the South East and the UK as a whole. Forecasts are for the sector to continue to contract over the next five years in spite of potential synergies with Kent's agricultural sector.

• Construction. The building of the channel tunnel created about 8,000 jobs, raising the total of construction workers to more than 30,000, or 3.5 per cent of the workforce. With the tunnel completed, the hope is for job losses to be minimised due to the construction of the high speed rail link across Kent and other developments.

With 30 per cent of the predicted new jobs in Kent likely to come through self-employed businesses, Mr Byles argues that Kent "needs systems to develop these businesses". That will require "public and private bodies all pulling in the same direction in Kent - a tough prospect, but one that is already beginning," he says.

■ HIGHER EDUCATION: by William Lewis

## The superstructure is top-heavy

Kent has more than its fair share of administrators but surprisingly few students

Professor John Craven, deputy vice-chancellor of the University of Kent, sits in his office in Canterbury and ponders one of the county's more bizarre ironies.

According to a University of Kent study, there are 16 bodies in Kent, excluding higher and further education institutes, involved in education and training in Kent. They range from Kent Tec to Kent Enterprise Office and Kent Rural Community Council.

For the county more appears to equal less. Kent has a population of 1.5m, but just 15,000 students at five education institutes - including the University of Kent - plus the proportion of the University of

Greenwich's 15,000 students who attend locations in Kent.

In contrast, Avon, which has a population of 925,000, has four institutions with a total of 37,000 students. Professor Craven says that in spite of the "support of so many bodies" Kent is "underprovided for higher education".

Professor Craven says the University of Kent would like to expand into the Medway, which has been identified as an area in which there is "extreme underprovision". He says "if we could expand that would be our highest priority" but that "we are extremely unlikely to get the funding in the present climate".

He also points to a recent report published by the university which states that a reduction in the number of organisations which are involved with the university "would enable us, and no doubt others, to direct their efforts in the most effective

ways". The university states that its "direct and indirect economic impact in Kent" exceeds £100m of expenditure, representing 2,400 jobs. The university's turnover is £60m. It employs 1,700 people and has 7,000 full time equivalent students at Canterbury.

It also argues that its 900

Local firms badly need more qualified young people

students from the rest of the European Union and another 900 from outside the EU contribute £13m to the UK's invisible exports through fees and living costs.

One site is Chancer College, the UK campus of a Japanese educational institute at which Japanese students study. A £40m investment, the college

was opened in October 1992 with the motto "world peace through education". Some of the courses are accredited by the university.

The university also works closely with companies in several of Kent's key sectors. For example, Pfizer, the pharmaceutical company which has a research and development operation in Sandwich, has provided support for medical statistics research.

However, businesses do have real concerns about training and education in Kent.

Consultants commissioned by Kent County Council and Kent Tec in a report called Kent Prospects highlighted "labour force skills as one of the concerns of Kent firms".

The consultants suggest a strategy which would strengthen "links between Kent's universities and research and development establishments and local industries". An executive at a

Kent based subsidiary of a prominent public company complains at the lack of cohesion between all the bodies involved in education in the county.

Kent Prospects concluded that high priority should be given to strengthening links between Kent universities and local industry. Consultants found only "weak mechanisms for promoting collaboration and knowledge transfer between the University of Kent and the county's business sector".

The university itself claims that its links with three sectors - high tech engineering, pharmaceuticals and business services and communications - are crucial to attracting company investment, but Kent Prospects argues that these need to be further developed.

It states that links between "the University of Greenwich and other educational establishments and local industry

are better but nevertheless still underdeveloped".

The University of Greenwich has a total of 17,000 students on 24 different sites. Mr Jon Kito, the university's operations and marketing director, wants to encourage Kent-based companies to pay for top quality training but says that too often they are prepared to sacrifice quality for lower cost. "There is definitely not a problem with business services such as training being available in Kent," he says. "It is a marketing problem, with businesses not being fully aware of the potential benefits to them."

Wye College is the third of Kent's university tier institutions. A specialist branch of the University of London, it attracts around 2,000 students from more than 100 countries, concentrating on the production and distribution of food, environmental management and land use.



Peat control work at Wye College: international reputation

■ THANET: by Stewart Dalby

## Empty quarter seeks a better tomorrow

With tourism declining, the area is trying to attract new kinds of business by investing in its infrastructure

Thanet, the coastal strip in north-east Kent embracing the three resort towns of Margate, Ramsgate and Broadstairs, has known better days, and it shows.

One of the main streets in Ramsgate is largely boarded up. There is some fine regency

architecture in the town but much of it looks as if it could do with a scrub and a lick of paint. In Margate, there are charity shops where one might expect to see well known high street names.

The whole conurbation, which has a population of

127,000, has never fully recovered from the decline of tourism, which was once its leading industry. Like other similar UK resort areas, Thanet has been affected by changing tastes in holidays with more and more people choosing a flight to Spain or somewhere else in the sun.

There are still plenty of day trippers. But the hotel and guest house business has largely shrivelled away. In 1993, the last year for which figures are available, the Thanet area had only 800,000 overnight guests, about half the number staying at its hotels a decade earlier.

However, there are signs that the area's fortunes could be about to improve. In 1993, Thanet became the only area in the south-east to be awarded full development status. This means private companies can set up or expand with the aid of regional selective assistance amounting to 25 per cent of their costs.

Later in the same year the UK government agreed to give Thanet £5m from its overall budget for infrastructural regeneration.

The area was also granted

"Objective Two" status by the EU, defining it as an area of industrial decline. This qualified it for a further £11m worth of investment over a three year period. For almost the first time since the 1850s, therefore, the area has some cash available to redevelop its economy.

Most important perhaps, the government and Kent County Council have embarked on a large road building programme.

The A299, known as the Thanet Way, has been widened, and the last stretch of "dualling" will be completed this year. This will provide a double carriageway road all the way to the port of Ramsgate, with its range of cross-channel and other services, from the end of the M2 motorway just outside Canterbury. Until recently the Thanet Way was seen by lorry drivers as an obstacle course rather than as a main highway.

With road access improving, Thanet district council has adopted a three pronged strategy to revive the area's fortunes. It aims to:

- encourage the growth of small businesses able to take advantage of the area's devel-

opment status and the availability of grants;

- rebuild tourism;
- attract investors to newly developed industrial estates.

Mr David Ralls, the district council's chief executive, says: "The prospects have brightened considerably for Thanet over the past year."

"Because of the assistance we have been able to create 700 new jobs. Unemployment is down to 13.5 per cent. This is still well above the national average but is the lowest for the area for years."

As for tourism, it was recently announced that Dreamland, the theme park in Margate, is to be refurbished at a cost of £5.5m. This, says Mr Ralls, would be the largest single investment in Margate for more than a decade.

At Ramsgate, meanwhile, there are plans to build a holiday village at nearby Pegwell Bay. It also has a functioning pier, which handles 8m passengers a year travelling to and from France and Belgium. So far, Ramsgate has not suffered unduly from the opening of the Channel Tunnel.

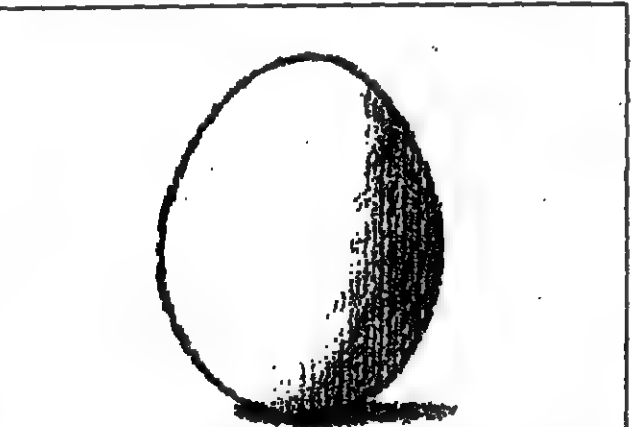
There are also plans to use some of the European assis-

tance money to expand Ramsgate port on reclaimed land, enabling it to receive cruise liners, which are seen as a good growth business for the south coast. Dover, too, has built a cruise terminal at a cost of £11m which is due to open in April.

Mr Ralls says he is particularly proud that he has been able to secure a new industrial park called Thanet Reach. Details were announced earlier this year.

Thanet Reach is distinct from the Kent International Business Park, on a 100 acre site adjacent to the Kent International Airport, the former RAF Manston, which is now used primarily for air-freight services to the former Soviet Union.

The Kent International Business Park is ideal for heavy industrial and distribution companies and already has a German engineering concern, Cohlina, operating from it. With its good road access, Thanet Reach aims to attract small and medium sized high technology companies. Mr Ralls says that this sector, a good potential source of new jobs, is showing strong interest.



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CASE STUDY: Hockiki of Gillingham

## Fire detectors warm up

It has been a low-key, rather than spectacular, arrival in the UK for Hockiki, one of Japan's biggest makers of fire detection systems for commercial premises.

The company has had a manufacturing base in Gillingham for the past three years and reports steady progress in building up sales which are now running at about £7m a year.

"We are gradually building up the percentage of locally made components in our final products," said Mr Masaki Kozaki, the company's marketing manager for Europe. "It has not been difficult, but neither has it been easy."

Hockiki, which employs 80 people in Gillingham and manufactures there for the whole of the European market, obtains locally for its

Kent-made products some 70 per cent of the products' components by value - a figure that has grown steadily since the factory was started.

It sells mainly through distributors or companies which market complete factory security systems such as Chubb.

Hockiki is one of three Japanese-owned manufacturers to set up in recent years in Gillingham, the others being packaging supplier Fuji Seal and printer ribbon manufacturer Fuji Coplan. It says it is interested in expanding its 2.8 acre site but has yet given no details.

The company's decision to make its £2.5m investment in Kent came about, it says, after carefully weighing up the good and bad points of establishing itself in the UK. The decision was swayed

partly by the generally good experiences of other Japanese owned manufacturers in starting UK factories over the past decade, and by the importance of the UK market (which accounts for some 50 per cent of Hockiki's European sales). The relatively low taxes in the UK compared with other parts of Europe and low labour costs were also a factor.

However, before choosing Kent the company weighed up alternative sites in the Manchester region and south Wales. According to Hockiki, it plumped for the south-east mainly because Kent offered a site closer to most of the company's main customers which are predominantly south of Birmingham and despite the fact that land costs were somewhat higher and there were fewer

government grants available to defray start-up costs.

Kent also offered some financial inducements, in the form of enterprise zone capital allowances which enabled the company to take early depreciation of capital costs, reducing the tax burden in the first few years of operation.

However, the company admits to one disappointment: the ease of access to continental customers has been less than it hoped, mainly because of the unexpected high levels of traffic congestion on local motorways, mainly the M26, which has meant it takes much longer to drive to Heathrow or Gatwick airports than the company expected when it first moved in.

Peter Marsh

## Swale

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■ THE PORT OF DOVER: by Stewart Dalby

## White cliffs stay British

Alarmist talk of a sell-out to the French masks fears of job cuts through privatisation

Dover, England's nearest port to Europe, shot into the headlines last year when reports spread that its harbour might be taken over by the port of Calais on the French side of the Channel.

The spirit of Dunkirk was evoked as Dover's Labour mayor, Mr Jimmy Hood, launched a campaign to keep Dover English. He elicited statements of sympathy from Queen Elizabeth, the Queen Mother, and Dame Vera Lynn.

The fuss was somewhat misplaced, however, as the prospect of a French takeover was so tenuous as to be non-existent.

Its only basis had been the statement of the then transport minister, Mr Brian Mawhinney, that the ports of Teesside, Dover and Ipswich, in which the Government had a stake, should be privatised.

The Calais chamber of commerce, which owns the French port, thereupon said that if

that happened, it would consider buying Dover or at least joining Dover's current board in a management buy-out. Far less attention was paid to the statement by P&O, one of the two large ferry operators working from Dover, that it too might bid for Dover port, were it privatised.

In the meantime, however, the impetus for a Government sell-off slackened because of a fall in the port's notional value as measured by a Government yardstick for evaluating non-quoted companies.

Falling profitability has been caused by the fierce price war among ferry companies as they have competed against the Channel tunnel.

Although volumes on the ferries have risen, the port had cut its handling charges, lowering its profitability.

Mr Jonathan Slogett, Dover harbour board's managing director, successfully demanded a two year postponement of privatisation to assess the full impact of the tunnel.

Sir George Young, who succeeded Mr Mawhinney as transport minister, gave the port until September 1997 to come up with a privatisation package.

What the uproar about French control really showed was the strength of opposition in Dover's Labour-dominated council to any sale of the port, even to British buyers.

The council particularly feared that privatisation would raise unemployment, since the port underpins 7,000-8,000 jobs in the Dover area. The past year has already seen lay-offs by the ferry operators, reducing the number of people employed directly in the harbour from 1,000 two years ago to around 600. It was feared that selling the harbour would result in even more jobs being lost.

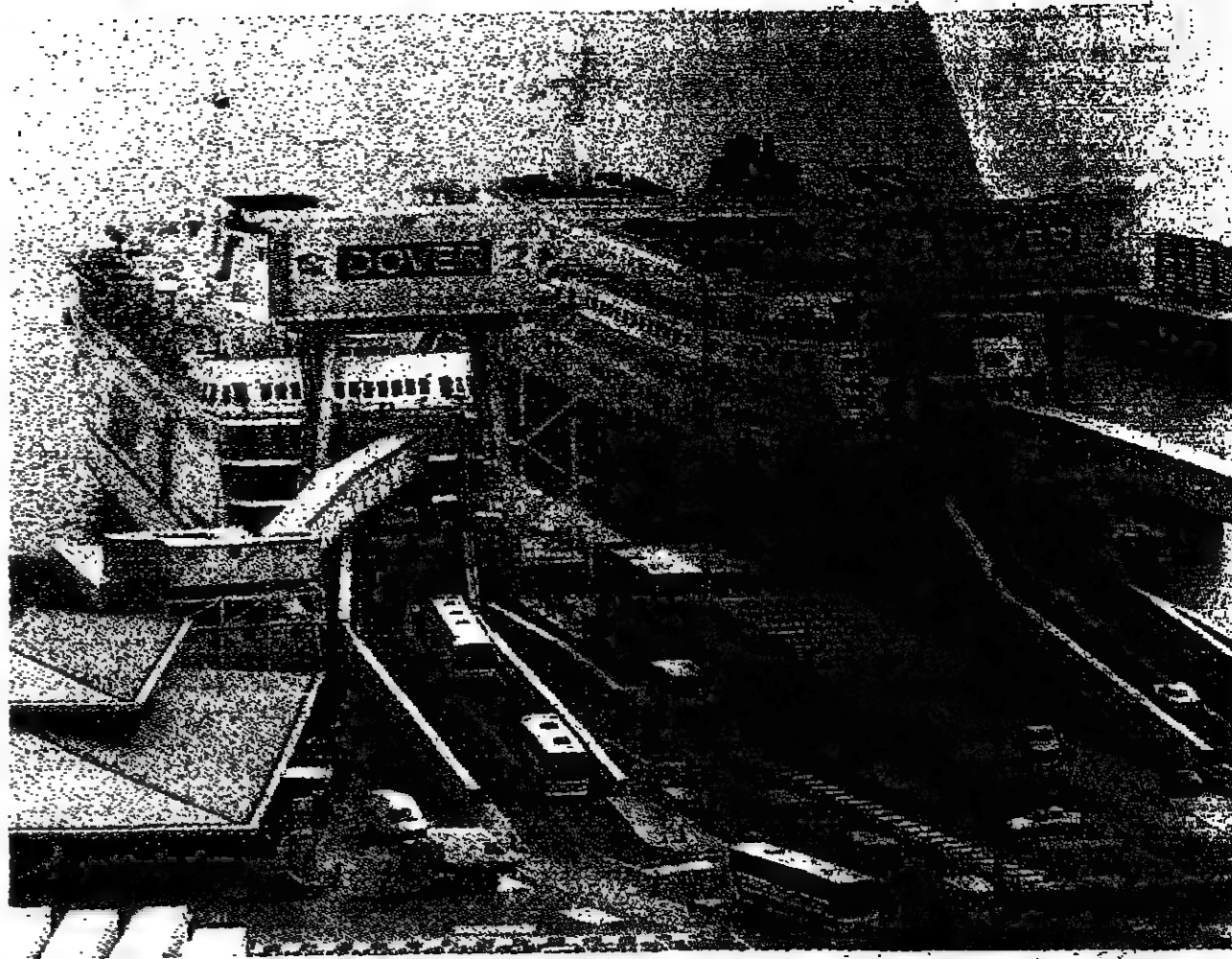
Dover's 9 per cent unemployment rate is already above the national average.

The town is trying to create alternative jobs in various ways, such as the White Cliffs Experience centre, an entertainment cum information complex. But the centre had only 185,636 visitors in 1993, the last year for which there are figures. Dover, Castle, one of the best preserved Norman strongholds on the south coast, had 300,000 visitors, compared with Canterbury Cathedral's 2.3m visitors a year.

The town has also built the White Cliffs Business Park. It was opened during the depths of the recession and is still struggling to acquire corporate tenants. As Dover lacks attractive beaches and a promenade, the port is all the more important to its prosperity. However, it relies on motor and coach passengers for more than 90 per cent of its business. Of the 33m people who cross annually to France, Belgium and Holland, no fewer than 19m use Dover, far more than the numbers passing through Ramsgate and Newhaven.

Mr Gwyn Prosser, chairman of the borough council's tourism and leisure committee and a potential Labour candidate at the next general election, says: "Given time, we probably could have developed tourism and attracted new businesses. But for the moment we are dependent on the port."

Mr Slogett of the harbour board is confident that the port will survive. Some rationalisation was necessary, with a cut in the number of sailings. But eventually the price war would ease and the outlook would brighten.



Car and ferry terminals at Dover's Eastern Docks: a vital source of employment

■ GILLINGHAM AND ROCHESTER: by Stewart Dalby

## Road to Medway

A new joint local authority will have greater muscle

The closure of the Royal Naval Dockyard at Chatham in 1986 was a decisive moment for the boroughs of Rochester (which includes Chatham) and Gillingham.

Another will occur in the next year or so when they are combined into a unitary authority, likely to be called Medway.

The closure of the dockyard had a traumatic impact: it employed 7,000 people and was Rochester's biggest single industrial employer.

Being quite close to London and therefore in the radius of the so-called prosperous south-east, Rochester had until then felt sheltered from the brutal closures which had devastated coal and steel towns in the north of England, Scotland or Wales. To make matters worse, the dockyard closed just when other employers in the Medway area, such as GEC, were also contracting.

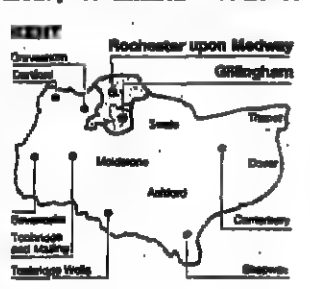
Unemployment shot up to 18.7 per cent, almost double the south-east average, and the Medway area began thinking about how it could survive without all the grants and assistance available in older, industrial areas experiencing industrial decline.

One way is to merge Rochester and Gillingham thereby increasing their political clout in the scramble for jobs.

The new Medway area will contain a population of 250,000, almost 20 per cent of the whole of Kent, making it one of the biggest south-east conurbations outside London. It will have more money to spend once it takes responsibility for education and social services from Kent County Council. It will also be responsible for roads and infrastructure, another important factor in luring investors. From 1985 to

1990 the Rochester-Chatham area has considerable success in attracting new companies. When the dockyard closed, the site was broken into three. About 150 acres of land plus 20 acres of water were transferred to a port trust, eventually becoming part of Medway Ports, which also has facilities at nearby Sheerness. After a management buy-out, Medway Ports was taken over by the Mersey Docks and Harbour Company, under which it seems to be doing well.

Another 80 acres became the Chatham Historic Dockyard, a museum and visitor centre on the lines of the Portsmouth historic dockyard. It attracts around 120,000 visitors a year but, although it is proving quite popular, it needs more money to maintain some 50



ancient monuments and listed buildings.

The third area, covering 350 of the original 600 acres, has been earmarked as a business park and integrated housing and retail estate, to be called Chatham Maritime.

It is by no means the only business estate in the future Medway region, which will embrace Rochester, Strood, Chatham, Gillingham and Rainham. But Chatham Maritime is centrally situated and its success could help similar ventures in the vicinity.

English Partnerships, the government backed developer previously known as English Estates, began seeking investors as soon as the

dockyard closed. It was helped by the fact that part of estate housing offices and factories were made a government-assisted enterprise zone, enjoying relief on rates and taxes as incentives for developers.

In the five years to 1990, 1,000 new businesses came to the area if one includes expansion of existing companies such as GEC Marconi Avionics, new start-ups and inward investors. Chatham Maritime attracted well known concerns such as Black Horse Financial Services, Lloyds Bank and the natural resources arm of the government's Overseas Development Agency. Some 4,000 jobs have been created.

The recession slowed this growth, but developers have started to build the first of 1,500 houses on St Mary's Island, part of Chatham Maritime, and hope to attract more companies.

The weakness of Chatham Maritime is its poor road access. Like Gravesend the dockyard was primarily concerned with its accessibility from the sea. Now that the land has been put to alternative use, lorries and cars have to approach by narrow and congested local roads.

The situation was to have been eased by a northern link road, including a tunnel under the River Medway, to connect Gillingham, the Chatham peninsula and Rochester. The tunnel is due to open later this year, but the road scheme has been deferred.

The county council, which still has responsibility for road planning, has said that the Ministry of Transport had only allowed it sufficient funds for one important road scheme and that the Medway link road would therefore have to wait. Hence Rochester's impatience for the new authority to be formed as soon as possible.

■ THE BLUEWATER DEVELOPMENT: by Stewart Dalby

## New rival to high street shops

One of Britain's biggest shopping centres will soon start rising at Dartford

Work is due to start this summer on the Bluewater retail centre near Dartford on the Kent side of the Thames.

At 1.6m square feet with more than 250 shops it will be one of Britain's largest regional shopping and leisure centres.

It was approved before the Department of the Environment's about-turn on the desirability of out-of-town shopping and is one of several sizeable developments in the Dartford-Gravesend area. Mr David Curry, the minister for urban

development, has described it as part of a linear development on both sides of the Thames, embracing houses, shopping and business parks.

Crossways business and distribution park is already functioning. Next to the new Queen Elizabeth Bridge at Dartford, Kent, some 3m sq ft of development are planned, including the 1m sq ft created since work began on the site in the mid-1980s.

There are plans to build a science park in Dartford and a new University of Greenwich campus closely linked to the science park.

A new township is planned at Ebbsfleet close to Bluewater where there will also be a channel tunnel railway station.

Much of the land for these

developments belongs to Blue Circle Industries, the cement and building materials group. The 240-acre site will be in a former limestone quarry. Its developer, the Australian Lend Lease group, says a number of prestige clients have been signed up, including John Lewis, House of Fraser, C&A, Marks and Spencer, W.H. Smith and Boots.

It claims that there are 9.6m potential consumers within one hour's drive of the site, which will have 18,000 parking spaces.

Mr Paul Bailey, of the Dartford borough council, welcomes the project. "There were originally fears that this derelict land would be used as a rubbish dump. The fact that it is going to be a retail centre is good news for Dartford."

Eventually, when it opens in 1998, it could mean 5,000 jobs.

Since it would be near the proposed Chunnel railway station at Ebbsfleet, due to open by 2003, it could also attract shoppers from the continent.

Mr Mark Pennington, projects director at Blue Circle, is even more bullish, claiming that there are 13m people in the catchment area.

Others, however, wonder whether it might not become a white elephant.

The Environment Department had originally clamped down on new out of town shopping centres because of the damage they caused to high street shopping.

Bluewater will compete not only with the high streets but

also with the similar big Lakeside scheme at Thurrock on the Essex bank of the Thames.

Mr Richard Bell, general manager at Lakeside, thinks there is room for both big complexes. "We are not expecting any business to be drastically affected. We have been going for more than five years. Our catchment area is well established," he says.

Lakeside's 1.5m sq ft has room for 320 shops and 12,000 cars. It is belongs to Capital Shopping, the same company which owns MetroCentre, and boasts about 400,000 visitors a week.

Mr Bell says: "We estimate there are 11m consumers within an hour's drive of Lakeside. There might be some falling off when Bluewater

Shoppers to Bluewater could come from as far as Heathrow

first opens, but I would expect Bluewater to establish its own catchment area in Kent and to the west, around Heathrow and towns like Croydon."

The effect on high streets, Mr Bell claims, is exaggerated. Mr Bailey of Dartford borough council agrees. "A shopping centre like Bluewater and the high street perform different functions", he says.

Dartford and Gravesend town centres are being upgraded with pedestrian precincts and environmental improvements.

Mr Bailey believes there might be some drop in business as a result of Bluewater, but not enough to wipe out the high streets.

Mr Mike Evans, assistant director of economic development at Kent County Council, says that with shoppers already coming to Lakeside from as far as Canterbury, it is likely that Bluewater will have some impact on high street stores in Kent. But the harm will be limited, he says.

## Infrastructure spending

Continued from Page 1

In total there are more than 300 industrial estates and business parks in Kent, with 70 per cent of the land located in north and east Kent. A recent property survey suggested significant fluctuations in demand levels in different parts of the county.

Kent is served by four motorways - M20, M2, M26 and M25, London's orbital motorway. Ahead of the opening of the Channel tunnel there were a number of improvements, including a £35m widening of the M20 around Maidstone which was completed in 1994.

Kent Enterprise Office claims that in the last three

years the county has received more government investment for road improvements than any other county. Planned infrastructure projects include a £48m scheme to widen the M2, and a £180m scheme which includes a road tunnel under the River Medway.

The KEO also highlights the sophistication of the county's distribution and warehousing activities. Mr Mike Glennon, KEO's marketing manager, says that many manufacturers needing to distribute their goods quickly in the UK and Europe have set up facilities in Kent.

There are, however, clear deficiencies in Kent's infrastructure. Consultants commis-

sioned by Kent County Council and Kent Tec, in a report called Kent Prospects, have identified four main weaknesses:

- lack of a sizeable airport;
- poor North-South road links as well as poor local access to major roads;
- shortages of high quality premises;
- poor rail links.

This last point is particularly important and economists stress that future strategy should focus on lobbying for an upgrading of the county's rail links and rolling stock, as well as against line closures as a result of privatisation.

Site of the new town and station to be created at Ebbsfleet, near the Bluewater development

### PROFILES

Alko Nobel and Brake Brothers

## They chose Gillingham

The trend pushing manufacturers to greater specialism - with the onus on adding value to what may be a fairly basic product - is as evident in Kent as in any other part of the UK.

These shifts are evident in two companies which have well established production operations in the county. ARZO NOBEL, the Netherlands-based chemicals company, runs a speciality chemical plant in Gillingham employing about 135 people and with output of about £35m a year.

It is one of Europe's most important centres for making organic peroxides used as "initiators" or catalysts for influencing the properties of plastics, and also for producing a liquid monomer called Nourysol used in plastic spectacle lenses.

The other operation is at Lenham Heath, near Maidstone, and is run by BRAKE BROTHERS, the food producer and distributor. At Lenham, the company has two factories employing a total of 130 people which makes frozen prepared meals for the catering industry and pubs around the country.

A key to this manufacturing activity is Brake's willingness to work with customers such as brewery chains to devise new types of ready-made meals - a frozen version of chicken tikka masala is one recent success - which both sides to the product development partnership think will go down well with customers.

In the case of Alko Nobel, the company has invested heavily for an operation of this size - roughly £1.2m a

year for the past five years - in new automated plant and handling equipment for its production systems. This, together with an interest in keeping close to customers in other parts of the chemicals and plastics moulding industry across Europe, has meant that the plant has "hardly noticed" the (early 1990s) recession, says Mr Ron Hutton, site director.

Value of output has increased by an average of about 6 per cent a year during the 1990s, while employment has reduced by about 30 per cent, a net loss of some 60 people in the past five years, indicating a marked productivity improvement.

As for Brake Brothers, employment at Lenham, one of a number of manufacturing sites the company runs around the UK, has increased

by about 10 per cent in the past year on the back of improved demand for its ready-made meals which are shipped under controlled temperatures by Brake's vans to customers in different parts of Britain.

Part of the strategy for Lenham, according to Mr Alan Marshall, Brake's managing director in charge of manufacturing, is to "carry on the business of coming up with product development ideas for bespoke meals in conjunction with our customers".

The company is also spending significant sums on improving its production operations, with £200,000 due to be invested this year in the Lenham meal preparation facilities.

Peter Marsh

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# The art of pulp fiction

The more sensational the cover the better, writes Michael Carlson

The body of a woman is being hoisted out of the water. Her red dress clings to her voluptuous figure. In the foreground, a man watches, submerged except for his head and one arm clinging to an anchor cable. His point of view becomes yours.

Painted by Robert Stanley in 1951 for the cover of a paperback re-issue of Dashiell Hammett's *Red Harvest*, this is only one of many striking images on view in *Pulp and Paperbacks: Sensational Art from the 20s to the 50s*, an exhibition at Illustration House in New York until the end of this month.

"Go for the jugular" was their motto, explains Robert Reed, the organiser. "You had to grab the attention of the browser at the newsstand."

If a curvy dame was good, a diagonal damsel in distress was better. "Diagonals get your attention more than straight lines," says Reed. "A whole generation of B actresses developed their sultry poses based on that line." Sure enough, in Rudy Nappi's cover for *Unfaithful*, a Diana Dors look-alike gives her come-on to a slick hep-cat smiling through his cigarette.

"A gun was good but a gun going off was better." The hard-boiled look was everything. Hard-boiled meant being able to resist the allure of those diagonal sirens. George Gross was a master of the cheap femme fatale. His cover for *A Girl Called Joy* shows a woman on a doctor's examining table, diagonally, of course. Her blouse is open nearly to her waist, her skirt rides up to show her slip. Poor doctor.

In contrast, Gross's cover for Harry Whittington's *Violent*

*Night* shows a woman in a similar pose, but unthreatening. She is on a slab in the morgue. A hand-boiled cop in a raincoat is talking with the coroner. He has seen it all before. The scene is lit to make the corpse seem alluring, even in death. Needless to say, these magazines were aimed at men.

Part of their lesson was that dames are dangerous. It is hard to miss the point in Gross's outrageous cover for *Love Me Or Die* by Day Keene. A couple embrace passionately as a huge blue hand descends as if to crush them: love me and die is what it is saying.

The artwork reflected both the marketplace and the changing style of American detective stories. The covers reinforce Raymond Chandler's statement that Hammett had taken murder out of the parlour and given it back to the people who really committed murders.

Examples from *Black Mask* in 1933 and *Scoundrel Yard* Magazine in 1931 reflect the cool design of smart drawing rooms. *Black Mask*, originally edited by H.L. Mencken, may have thought of itself as upmarket but soon magazines like *Dime Detective* boasted darker, more threatening scenes. Crime had been glamorous in the roaring twenties, but in the chaotic world of the Depression it was more threatening and the magazines dived downmarket.

Most of the covers were done in oils, painted on large canvas. This size was not demanded for reproduction. "It wasn't until later that they started working on board, and in smaller scale."

One man who went on to slick magazine and book illustration was J. Allen St John.



'The Pirate of Wall Street' by Paul Stahr which takes pride of place in the New York exhibition

who is featured with a cover for an Edgar Rice Burroughs-type adventure (man battles giant scorpion while an armoured woman is trapped in giant spider web, all rendered in delicate pastel).

But pride of place is given to

an amazing cover by Paul Stahr. *The Pirate of Wall Street* cackles over his stock-ticker, flintlock pistol in his red sash. Its brushstrokes bold as a slashing sword, this is Reed's particular favourite. "We're only a few blocks north of Wall Street," he laughs. "I'm

amazed this hasn't found a space in some broker's office yet."

At Illustration House, 98 Spring Street, New York 10012 (212-968-0444) Tuesday to Saturday 10am-6pm through March.

## Theatre in Scotland/Alastair Macaulay

### Dramatic shake-ups offstage and on

phenomenon is of such sociological interest that I hardly like to observe that the *Marabout Stork Nightmares* staging is of virtually zero aesthetic merit. Although drugs are not the central issue here - sex, and a surrounding nexus of bullying and repression, are - *Marabout Stork Nightmares* returns us to the hopeless life of growing up in the Edinburgh tenements.

Does it matter that Gibson hardly ever turns it into a play, that most of the acting - however intense - is coarse? Yes, it matters. But the sheer grittiness of the subject matter and the relative artlessness with which it is depicted make their combined impact. *Marabout Stork Nightmares* is not good theatre, but - ironically - pop theatre. The culture of abuse becomes easy viewing.

Meanwhile, other views of Scottish society are on view at the Edinburgh Traverse in the world premiere production of David Greig's *The Architect*. Like many a Traverse play, it is an analysis of a Scottish social problem. In the past, Leo has designed buildings that are

now falling down; and he has also shaped a nuclear family (wife, son, daughter) that is also falling apart.

When Greig pursues the details of the lives of Leo's children, he produces material with real depth and fluency. Martin (his son) takes to tagging and starts a wild affair with another young man, Billy; but his inability to develop relationships leads to Billy's suicide. Several episodes of this ring peculiarly true. Likewise the way that Dorothy (Leo's daughter) allows a lorry driver, Joe, to pick her up, leads him on, rejects him, wants him back. Paulina (Leo's wife) has the play's whitest lines; but everything about her obsessive rejection of her husband seems, like the entire family/architecture parallel throughout the play, merely schematic.

In Philip Howard's staging, Tom Black as the tough-crusted Martin is especially fine. Simon Vincent's set, a hollow three-dimensional framework, cleverly underlines every meaning of Greig's play.

At the Tron Theatre, Boyd - in his farewell staging - does a

fair amount to jazz up Beckett's *Endgame*. Heaven knows what the Beckett Estate will have to say about the songs by Elvis Presley et al... and occasional use of a microphone. I was more concerned by the three different acting styles on display amid the cast of four. And yet what happened onstage was Beckett's *Endgame*, still one of the most audaciously peculiar plays ever written, still poetically bleakly comic about the end of life.

The gimmicks of the production seem merely peripheral. Even when John Castle's delivery of Hamlet tends to be too artful, and even though Forbes Mason as Cleo is too silly, the play never loses its strange grip. Phil McCall and Jan Wilson are first-rate as Nagg and Nell, heads poking up from their dustbins. "I lost my tooth," he complains to her. "How?" she asks. "I had it yesterday," he says. "Ah," she replies, with a faint and tender smile, "yesterday."

In each episode of *In the Bar*

of a Tokyo Hotel, now being given at the Glasgow Citizens in its Circle Studio, Tennessee Williams's writing shows why he too was one of the supreme post-war playwrights. His 1949 premiere was in one act; this staging is in two. It manages both to be supremely theatrical and yet utterly persuasive; the blend of stylish artifice and of moral seriousness is always enthralling. Miriam is the sexually rapacious American woman who is passing through Tokyo; Mark is her artist husband, ill and frequently falling over (as Williams was at the time). Both of them are in their several ways doomed; but it is Mark who will die before the play's end. Miriam - a survivor, audacious, impetuous, but devoid of all innocence - is one of Williams's strikingly camp creations. And Williams suggests that she as much as Mark is a projection of the author.

"Are we two people, Mark?" Miriam asks. "Or are we two sides of one, an artist married to a compulsive..." She does not finish her sentence, but she, he, and we know how to. True, as scene follows scene, you gradually come to see why

this play is among Tennessee Williams's most rarely seen. It contemplates the same dilemma too slowly. Its final crowning metaphor, about "the circle of light", is too artificial; and, despite the unusual twist of the Tokyo-hotel-bar setting, it keeps ringing bells that Williams had rung elsewhere. Ellen Sheehan, rather too monotonously pushy as Miriam, looks decades older than Colin Wells, rather too glowing as Mark.

But Philip Prowse, directing, perfectly catches, in the play's tone and pacing, the cusp Williams trades between camp urbanity and real anguish. The formal beauty of the set's japonaiserie adds just the right delicate tension. Odd lines, like Miriam's "Loneliness has become a worn-out thing to discuss", make an impact out of all proportion.

*The Architect* continues in repertory at the Edinburgh Traverse until March 10; *Endgame* continues in repertory at the Glasgow Citizens Theatre, *Marabout Stork Nightmares* (in the Main Theatre) and *In the Bar of a Tokyo Hotel* (in the Circle Studio) continue until March 23.

## Theatre/Sarah Hemming

### Darkly comic 'Company'

Seen now, 25 years after it was first staged, Stephen Sondheim's *Company* seems curiously prescient. For, while his theme is ostensibly the pros and cons of marriage, as bachelor boy Bobby's married friends attempt to cajole or coerce him into the wedded state, what seeps out over the evening is a concern with a more fundamental loneliness.

And here, in Sam Mendes's superb, polished and brittle production (transferring from the Donmar Warehouse), the musical seems to catch the hollow tone of the 1990s.

In the larger space of the Albery Theatre, Mark Thompson's airy, Manhattan loft set, with its elegant metal walkways and staircases, serves only to emphasise this feeling of cavernous emptiness, and matches the suave, self-contained Bobby's state of mind.

Mendes successfully gives cohesion to the revue-style structure of the piece by suggesting that all the short scenes, in which Bobby is worked on by his various friends, are in fact visitations to his seething mind as, on his 35th birthday, he contemplates his future path.

It is a darkly comic piece which, despite its jaunty, slide up to a hollow view of life. Such sardonic humour is something, of course, in which Sondheim excels, and the production plays to the full his clever deployment of opposites to sum up the human dilemma. How much you really warm to *Company* depends, perhaps, on the extent to which you feel that he balances bitterness with sweetness and cruel observation of human foibles with

compassion. On this occasion, I have to confess, not even Adrian Lester's beautiful rendering of the final number, "Being Alive", in which Bobby achieves some level of self-knowledge and shifts towards commitment, truly convinced me that Sondheim's brilliant eye for the cynicism of our age is redeemed by hope.

But there is no getting away from the wit and brio of the staging or the sheer enjoyment of a wonderful cast. Lester is excellent as Bobby; handsome, charismatic, fascinating. He ably convinces you as a man committed to non-commitment, who has so far chosen the neatness of isolation above the messiness of company, and yet he also suggests the charm and vulnerability that makes his friends pet him and project their weaknesses and day-dreams onto him.

Elsewhere, the women are particularly good. Sheila Dill is hugely enjoyable as the embittered, rich bitch, who rasps out her contempt for other middle-aged women gloriously. Sophie Thompson too gives a virtuoso performance as a neurotic bride experiencing ice-cold feet on her wedding day - her rattling, high-speed solo delivered in counterpoint to the congregation's suffocating hymn is surely a Sondheim classic. And Hannah James is also a delight as one of Bobby's girlfriends, the nervy, gawky air bossess, all angles, wrists and ankles, desperate to please. The whole evening is as cool, polished and hollow as a designer vase.

Continues at the Albery, London WC3 (0171-369 1730).

## Concert/Stephen Pettitt

### Solti's Bruckner

Some clever marketing is being practised down at the Barbican, for the London Symphony Orchestra's unlikely Bruckner-Mozart series continues to fill the ball for concert after concert. Even on his own, Bruckner is not the most easily sold of composers. His symphonies have their many high and glorious points, but there is no galsaying their traits of solid predictability, the feeling that there is a lot of - entirely necessary - going through of the motions.

What the listener has to decide is whether the patience they demand is worthwhile. And that in turn depends largely upon the ability of the conductor to shape these vast stop-start structures into something that seems continuously to evolve rather than to repeat, difficult when Bruckner's harmonic vocabulary is charged with so much less emotional power than that of his great hero, Wagner. After hearing several concerts in the LSO's series one is still left pondering about Bruckner's greatness.

Sir Georg Solti's reading of the Fourth Symphony, "The Romantic", on Wednesday, which followed Murray Perahia's somewhat grandiloquent and splashy account of Mozart's D minor Piano Concerto, K 466 (lengthy cadenzas by

Beethoven and Perahia), offered us something like a knee-jerk reaction to the score, taking an event at a time. Particularly in the finale, that meant that the sequence of climax and resumption seemed to be working as a flat circle, as it were, rather than as a rising spiral, while a rawness in the orchestral sound made those climaxes wear on the ear. But against that could be set the carefully measured tread and lovely windwood sounds in the Adagio, the luminous freshness that Solti saw in the opening movement, the outward simplicity of parts, at least, of the Scherzo.

Sometimes, indeed, he seemed to be endeavouring to bring the symphony close to the world of the early Symphony No 0, which had been conducted by Sir Colin Davis, a far more outwardly spiritual Brucknerian and conscientious shaper of this music, in a concert a couple of weeks before. That work, which shows Bruckner less concerned with notions of formal perfection, less afraid of the untrammelled imagination, teasingly conjures up resonances of Schumann, Weber, even Berlioz. For all its crudities it is a piece for which one can easily cultivate fondness, and fondness is often preferable to respect.

## INTERNATIONAL ARTS GUIDE

### AMSTERDAM

**CONCERT**  
Concertgebouw  
Tel: 31-20-5730573  
● Koninklijk Concertgebouworkest: with conductor Nikolaus Harnoncourt and violinist Gidon Kremer perform Brahms' Symphony No. 1 and Violin Concerto; 8.15pm; Mar 20, 21, 22

### BERLIN

**DANCE**  
Komische Oper Tel: 49-30-202600  
● Romeo and Juliet: a choreography by Tom Shilling to music by Prokofiev, performed by the Ballett Komische Oper; 7pm; Mar 19

### BRUSSELS

**THEATRE**  
Rideau de Bruxelles  
Tel: 32-2-507 83 80  
● Trois Actes Femmes: by Edward Albee. Directed by Rounen Tchekarov. The cast includes Jacqueline Bir, Anne Chappuis,

Valérie Bauchau and Damien Gilbart; 8.15pm; Mar 19, 20, 21, 22, 23, 24 (3pm)

### CHICAGO

**CONCERT**  
Civic Opera House & Civic Theatre  
Tel: 1-312-332-2244  
● Siegfried: by Wagner. Conducted by Zubin Mehta and performed by the Lyric Opera of Chicago. Soloists include Siegfried Jerusalem, James Morris, Jane Eaglen and Mesti Salmeri; 8pm; Mar 21

### EDINBURGH

**DANCE**  
Edinburgh Festival Theatre  
Tel: 44-131-5298000  
● La Sylphide: a choreography by Bournonville to music by Loveniskjold, performed by the Scottish Ballet; 7.30pm; Mar 19, 20, 21 (also 1.30pm), 22, 23 (also 2pm)

### FLORENCE

**CONCERT**  
Teatro Comunale  
Tel: 39-55-211158  
● Orchestra del Maggio Musicale Fiorentino: with conductor Semyon Bychkov and the Coro del Maggio Musicale Fiorentino perform Brahms' Schicksalslied, Op. 54 and

Bruckner's Symphony No. 7; 8pm; Mar 22, 23, 24 (3.30pm)

### HAMBURG

**CONCERT**  
Musikhafe Hamburg  
Tel: 49-40-346920  
● Johannes Passion: by J. S. Bach. Performed by the Kammerphilharmonie und Chor des Mitteldeutschen Rundfunks, conducted by Helmuth Rilling; 8pm; Mar 18

### HELSINKI

**DANCE**  
Opera House Tel: 358-0-403021  
● Swan Lake: a choreography by Vladimir Bourmeister after Petipa/henrov to music by Tchaikovsky, performed by the Helsinki Ballet; 7pm; Mar 16, 19, 21

### LEIPZIG

**DANCE**  
Oper Leipzig Tel: 49-341-1261261  
● Swan Lake: a choreography by Uwe Scholz to music by Tchaikovsky, performed by the Ballett Leipzig; 8pm; Mar 17

### LONDON

**AUCTION**  
Sotheby's, Parkes Bernet & Co.  
Tel: 44-171-4638080  
● Musical Instruments: highlights of

this sale include violins by Michelangelo Berganzi (1740), Joseph Guadagnini (1785), Francesco Uggieri (c. 1695) and Giovanni Francesco Pressenda (1832), and a cello by Giovanni Grancino made around 1700. Concert guitars in the sale include a 1962 instrument by Spanish maker Ignacio Fleta and a 1956 instrument by the German Hermann Hauser II; 10.30am; Mar 19

### NEW YORK

**CONCERT**  
Carnegie Hall Tel: 1-212-247-7800  
● Maurizio Pollini: the pianist performs Beethoven's sonatas Nos. 27, 28 and 29; 8pm; Mar 17  
● The Cleveland Orchestra: with conductor Christoph von Dohnányi perform Schoenberg's Five Pieces for Orchestra, Op. 16 and Bruckner's Symphony No. 5; 8pm; Mar 18

### PARIS

**DANCE**  
Théâtre National de l'Opéra - Opéra Garnier  
Tel: 33-1-42 66 50 22  
● Ballet de l'Opéra National de Paris: performs the choreographies En Sol, A Suite of Dances, Moves, and The Four Seasons by Jerome Robbins; 7.30pm; Mar 19, 20, 22, 23 (2.30pm & 8pm)

### VANCOUVER

**CONCERT**  
Queen Elizabeth Theatre - Vancouver Opera  
Tel: 1-604-682-2871  
● The Makropulos Case: by Janáček. Conducted by David Agler and performed by the Vancouver Opera. Soloists include Mary Jane Johnson, Christopher Robertson and Benoit Bozot; 8pm; Mar 16, 19, 21

### VENICE

**EXHIBITION**  
Fondazione Palazzo Grassi  
Tel: 39-41-523-5133  
● Major exhibition devoted to the civilisation of Magna Graecia - or the Western Greeks. Consisting of more than 2,000 objects; the intention of the show is to explore the developments of the period between the Eighth

and Sixth centuries BC in the colonies from Sicily to Provence and the Iberian Peninsula; from Mar 24

### VIENNA

**CONCERT**  
Konzerthaus Tel: 43-1-7121211  
● Olli Mustonen: the pianist performs works by Debussy, Prokofiev and Hindemith; 7.30pm; Mar 19

### WASHINGTON

**CONCERT**  
Concert Hall Tel: 1-202-467 4600  
● Andrés Schiff: the pianist performs R. Schumann's Arabesque, Davidsbündlerlied and Blumenstück; 8.30pm; Mar 20

### ZURICH

**CONCERT**  
Tonhalle Tel: 41-1-2063434  
● Heinz Holliger, Maurice Bourgue, Klaus Thunemann, Klaus Stoll and Christiane Jacquot: the oboists, bassoonist, double bass-player and harpsichord-player perform works by Zelenka, W. F. Bach, Telemann and J. S. Bach; 7.30pm; Mar 17

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Philip Stephens

## If the hinge breaks

On the issue of Europe, the prime minister and chancellor are playing for the highest of political stakes

The relationship between prime minister and chancellor is the vital hinge of British government. When it snaps, chaos reigns. So it happened between Margaret Thatcher and Nigel Lawson over the European exchange rate mechanism. So it might again between John Major and Kenneth Clarke over a single currency. One almost expects Mr Major to blurt out any day now that his Downing Street neighbour is "brilliant, brilliant, brilliant". Nay, "unsustainable" even. Sterling and Europe could yet dig the Conservatives' political grave.

Ignore the desperate public pretence of the senior ministers who have been arguing in the past few days that this latest struggle is a figment of fevered Westminster imaginations. It is true that tensions are sometimes exaggerated. In their attitudes to spending and taxes, or for that matter to the welfare state, the two men are closer than the headlines often allow. But on the issue of Europe, Mr Major and Mr Clarke are playing for the highest of political stakes.

As I wrote in this space a week ago, I am not certain that the chancellor will resign if the prime minister gives an unequivocal pledge of a referendum on a single currency. But nothing has happened since to dissuade me from the view that Mr Clarke will seriously consider quitting.

It is madness it has come to this. When the cabinet convened eight days ago to discuss its white paper on the European Union's forthcoming intergovernmental conference, the objective was to restore a semblance of unity to the Tory backbenches.

To the extent that was ever possible, the document's publication on Tuesday was a modest success. It had been shrewdly drafted by Malcolm Rifkind, a foreign secretary with a lawyer's mind. The hard-line Eurosceptics were not satisfied, but then they never will be. And for the dwindling band of pro-Europeans there was just

enough reassuring language.

But Mr Major had already exposed the chasm in the cabinet over the referendum issue. As one senior minister admitted dolefully, this administration retains an unerring capacity to shoot itself in the head. Another offered the hope that tempers will cool. Mr Clarke departs tonight for 10 days in the more agreeable climes of southern Africa. But I am told that there has been nothing so far in his conversations with the prime minister to support that hope.

Mr Major has flirted for nearly two years with the idea of promising such a plebiscite. The idea was first raised by Douglas Hurd, the then foreign secretary, in the autumn of 1994. In fact, Mr Hurd suggested two referendums — one on the outcome of the intergovernmental conference and another on the single currency. Mr Major, however, facing cabinet opposition not only from Mr Clarke but also from the Eurosceptic Michael Portillo, was persuaded to hold the proposal in reserve.

He returned to it at the instigation of Brian Mawhinney, the party chairman. Mr Mawhinney, never a politician with the steadiest of nerves, has been peddling dire warnings of the threat in marginal Tory seats posed by Sir James Goldsmith's Referendum party. Mr Major was told that a government promise of a

The chancellor sees the party of Europe which he joined in the early 1960s sliding ever faster towards the fatal embrace of narrow nationalism

plebiscite would outflank the Paris-based financier. It was also vital to appease the sceptics on the backbenches. And when better to announce it than during the party's spring conference in Harrogate at the end of this month? It is there that Mr Major intends to launch the first stage of his general election campaign.

For other reasons, most in the cabinet also support such a pledge. The recent speculation that Michael Heseltine has softened his stance was confounded by his robust opposition during the cabinet discussion. Chancellor and deputy prime minister represent a formidable minority. John Gummer and Sir Patrick Mayhew are also said to be allies. But others who call themselves pro-Europeans, Stephen Dorrell and Tony Newton among them, spoke in favour of a plebiscite. A vote unweighted by seniority would yield a hefty majority for Mr Major.

Mr Clarke's opposition, though, is implacable. Ask him and he would reel off a formidable list of objections. Why offer hostages to fortune when there will be a single currency? There is no place for referendums in a representative democracy, a view that Mr Major and most of the Tory party consistently upheld in parliament during the passage of the Maastricht treaty. A referendum would just as likely become a vehicle for protest votes as an opportunity for considered deliberation. And as for the argument that divisions on the issue would run across parties rather than between them, a free vote in the House of Commons would deal with that.

But the chancellor's most keenly felt objection is not technical, or even constitutional, but political. Time and again, he has blathered as Mr Major appeased the Eurosceptics and, in doing so, simply whet their appetite for more. He sees the party of Europe which he joined in the early 1960s sliding ever faster

towards the fatal embrace of narrow nationalism. He despairs of the government's waning influence with its European partners.

This is not a premeditated struggle with Mr Major. Only two weeks ago Mr Clarke thought the issue of a referendum had all but dropped from the government's agenda. He was taken unawares by its return. But now it has become a symbol, a line in the sand. To concede would be to follow appeasement with surrender.

There is another parallel here with the epic struggle between the then Mrs Thatcher and Mr Lawson. He cited as the cause of his resignation the return to the prime minister's office of Alan Walters as her personal economic adviser. But that was just what Mr Lawson subsequently called the tip of the iceberg on which their relationship foundered.

There is no easy escape route for the present prime minister and chancellor. A decision has been promised by the end of the month. Neither can back down without severe damage to their authority. And I doubt the government would survive more than a few weeks beyond Mr Clarke's resignation.

The balance in the cabinet may change. The likes of Mr Newton and Mr Dorrell will presumably think hard before colluding in the chancellor's departure. The sensible course all along would have been for Mr Major to borrow Tony Blair's formula. This has it that participation in a single currency would require the explicit consent of the electorate either in a general election or a referendum. De facto, that guarantees a plebiscite if the possibility arose during the lifetime of the next parliament. Mr Clarke should be able to live with that. So too should Mr Major. That is not to say they will.

Philip Stephens' book, *Politics and the Pound*, will be published next week by Macmillan.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 1TA

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## New Zealand sets example on welfare reform

From Mr Frank Field MP.

Sir, Martin Wolf blowing the New Zealand trumpet ("Lessons from the antipodes", March 12) is more than justified. Along with colleagues on the social security select committee I visited New Zealand towards the end of last year. While we were examining benefit reforms the total transformation described in this article was apparent.

The key lesson I drew from being in New Zealand was the one which Martin Wolf emphasised. Britain is told that it is too small to matter and that its destiny is firmly held in the hands of other countries. Yet here is a country, infinitely smaller, that has transformed its economy and way of life. It has also embraced one of the

welfare reforms I advocate for Britain. Their equivalent of income support has been transformed from a passive into a proactive agency. All claimants capable of work have to draw up a life plan listing what they wish to achieve. Social security staff are trained to help achieve these objectives. I believe we should go further and allow claimants to use their benefit providing they are attempting to achieve a career objective.

This benefit reform would liberate millions of claimants who are currently forced into permanent idleness. It would, as New Zealand has found with an even more modest reform, act as a major check on fraud. Allowing people to build their own life rafts back into work

and stopping fraud would soon begin to reduce the income support budget in Britain in real terms.

New Zealand has committed itself to a voluntary policy on savings for retirement. With means tested support for older people New Zealand is building up financial problems for itself. Means tests build fraud and deceit into the system. People will lie about their assets. The only way of increasing the chance of insuring an adequate retirement income is an extension of the compulsory system of savings we already operate in this country.

Labour's historic commitment has always been to a universal system of coverage. That can only now be achieved by a partnership

between the state, the private sector and mutual aid provision together with an extension of compulsory retirement savings. But comprehensive will be more expensive in the short run as the contribution to funded schemes to the low paid and those outside the Labour market must be covered from general taxation. Will Labour be the first party now reforming welfare to include all citizens in a stakeholder system? Elsewhere the poor have been cast out of civil society and ghettoised into a dependence on means tested assistance.

Frank Field, House of Commons, Westminster SW1A 0AA

## Venezuela's frontier fight against drugs

From Mr Roy Chaderton-Matos.

Sir, Your report on the Andean summit in Peru ("New Andean Community" will be modelled on EU", March 12) contains a reference to "regular clashes between Colombian and Venezuelan troops on their frontier" that is simply false.

Venezuelan troops are engaged in the battle against criminals and narco-guerrillas on the frontier and my government favours the presence of Colombian forces to fight against these groups on their side of the border.

Many Venezuelan soldiers have been killed or wounded in the fight against drug trafficking and may have contributed to preventing drug related deaths in consuming countries.

Roy Chaderton-Matos, Ambassador, Venezuelan Embassy, 1 Cromwell Road, London SW7 2HR

## Harmony on EU arms export policy

From Mr Steve Shropshire.

Sir, In a period of declining global defence expenditure, and in the face of stiff competition from the US, Europe's defence industries are having to reorganise to survive ("UK to join European arms project", March 13).

One aspect of this restructuring process which is being overlooked, however, with potentially disastrous consequences, is the impact on national arms export control policies. The danger is that they will be bypassed and export policies will tend to the lowest common denominator. Indeed, sources at Daimler Benz Aerospace, commenting

on the collaborative venture with France's Thomson CSF, have said that the new business arrangements will allow the parent companies to circumvent the political sensitivities involved in exporting some of the more controversial armaments, by allowing the new business to sell arms under whichever set of national laws are less restrictive.

National controls operated by member states are proving increasingly ineffective against a restructured defence industry. Harmonised EU arms export controls are necessary. Some progress in this direction has already been made. The

European Council agreed eight criteria on arms exports in 1991 and 1992. However, these criteria are vague, non-binding and have been consistently misinterpreted or disregarded. A key priority for member states at the forthcoming intergovernmental conference, must be to reach a common interpretation and implementation of these criteria based on the higher levels of existing national controls.

Steve Shropshire, arms trade researcher, Safarwell, 35/36 Alfred Place, London WC1E 7DF, UK

## Debating women's role in Hollywood

From Ms Joelle Diderich.

Sir, I have just read Nigel Andrews' review of the film *Get Shorty* (March 14), starring John Travolta and Gene Hackman.

May I suggest he read for himself the novel by Elmore Leonard from which it was adapted.

Hackman is, indeed, too sophisticated to portray the character of Harry, and De Niro De Vito too squat for the role of movie idol.

But nothing in the novel suggests Rene Russo's character should be "blonde with a low IQ". Instead, she is portrayed as smart, sassy and more able to

hold her own against the cool hero.

I can only assume Mr Andrews' own view of women's role in Hollywood prompted his uncalculated remark.

Joelle Diderich, C/Argemosa 7, 28004 Madrid, Spain

## Europa • Michael Werbowski

# A long wait out in the cold

The EU needs to make progress on enlargement to include eastern and central Europe



The European Union's intergovernmental conference which begins in Turin at the end of the month looks likely to be a long hard slog. Reviewing progress since the Maastricht treaty and reforming EU institutions will be a lengthy, cumbersome and perhaps even a rancorous affair. The talks look as if they may take years.

There is, therefore, likely to be little urgency in addressing the pressing issues arising out of the enlargement of the Union to cover eastern and central Europe. These former communist countries have demonstrated their willingness to join their western neighbours, but have made little progress so far.

Apparently, the pace of history is supposed to slow down and wait for the EU to get its own house in order. Central and eastern European countries are expected to continue the reforms prescribed by Brussels as conditions for membership, while EU ministers haggle over budgetary and monetary policies.

But apprehension is growing in central European political circles that assurances about eventual EU membership made by Brussels will not be kept. Governments in the region which came to power after the collapse of the Berlin Wall have staked their electoral future on "Europhoria", the chance to join the EU.

They expect EU leaders to follow through on their promises. The entire economic reform process in the region depends on it. There may even be a political backlash if, after painful transformations to market economies, the hope of membership turns out to be a mirage.

If eastern and central European countries do not join the EU, they will be relegated to the margins of western Europe with little or no influence on policy or decision-making in Brussels. The alternative of a half-way house that excludes these countries from some



Helmut Kohl: eager to see a united Europe from east to west

aspects of EU membership is little better: it would leave them as second-class citizens, without the benefits, privileges and obligations of full membership.

Worse, they may end up as a buffer between east and west as so often in the past — vulnerable to pressure and destabilisation from either side. None of these options sounds attractive to the applicants.

At the 1993 EU summit in Copenhagen, the strategy was first formulated which offered negotiations within a framework of structured dialogue. The countries of eastern and central Europe were led to believe by Brussels that this meant enlargement was practically a done deal: the question was not whether they would join, but when.

But the relationship between the EU and the associate member countries has become like that of an engaged couple waiting to be married, yet still unable to set a date for the wedding. Eventually, feeling dejected and frustrated, one side may decide to call the

whole thing off. If a date for accession or a clear timetable is not agreed on by the member states during the intergovernmental conference, central Europe may gravitate eastwards more.

Chancellor Helmut Kohl's Agenda 2000 proposal to accelerate negotiations with Poland, Hungary and the Czech Republic shows the determination of Germany to act as the matchmaker or intermediary between east and west.

The man who was instrumental in reuniting his own country is eager to see a truly united Europe from east to west, with an extended European family living, as he puts it, "under one European roof and in one European house".

However, the amount of sway that Germany will have on this issue at the negotiations in Turin is questionable. The free flow of goods and people between east and west is a long way off.

EU trade restrictions and stringent border controls between EU and non-EU member states have created a

fortress mentality within the union. Deep divisions are becoming apparent between those members favouring a vast continental free trade area and those which seek protection from the competitive central European economies with lower wages and a highly skilled labour force.

Those more favourable to enlargement are the European business and financial community. Other interest groups oppose competition in their sectors — for example, the French farmers who fear that Polish produce will flood their traditional markets.

The case made by opponents to further enlargement is that it will entail enormous costs, especially if the common agricultural policy and the structural and cohesion funds are extended to the new entrants. It seems ironic that a massive bureaucratic structure with a notorious reputation for profligacy and spendthrift subsidies has suddenly become cost-conscious.

If Brussels practised what it now preaches to its eastern partners and cut wasteful spending and administrative inefficiency, more money would be available to finance the next phase of enlargement.

There is also a problem of perception. The Czechs, Poles and Hungarians do not see themselves as applicants begging for charity, as Brussels appears to believe. These countries do not want to join the EU simply because of the handouts that might be offered to its underprivileged members. These emerging economies are fast becoming productive and prosperous and, in the long run, may become net contributors to the EU coffers.

The central Europeans have transformed their economies in a short time. They deserve credit for accomplishing, against the odds, what can be called a *Wirtschaftswunder* or economic miracle.

Overcoming the bitter legacy of the cold war and consolidating democracy in the region will take longer. It is time for the EU to live up to its ambitions for a wider union, and begin the formidable task of creating a united Europe from east to west.

The author, a Prague-based journalist, is co-ordinator of Project Expansion, a lobby group for the rapid enlargement of the EU to the east.

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## South Africa's unused assets

Mr Chris Liebenberg, South Africa's competent and reliable finance minister, has an enviable task of trying to match the country's daunting spending needs with its modest resources. He has somehow to find the funds for urgent expenditure on such basic requirements as housing, education, health and water supplies - all grossly neglected during the years of apartheid rule - without endangering his government's deserved reputation for fiscal prudence. The recent speculation against the rand served as a reminder of the international markets' sensitivity to any sign of slippage.

In the event, the budget on Wednesday confirmed his careful balancing act. He managed to make modest concessions to middle and lower income groups, avoid any politically explosive increase in value-added tax, and still forecast a modest reduction in the budget deficit. He has done so by proposing to sell off a good portion of the country's oil reserves, raising some taxation by bringing pension-fund income into the system, and promising to tighten up on tax evasion.

Yet given the scale of the challenges facing the country, Mr Liebenberg may be being too cautious. All agree that the greatest challenge to be tackled is unemployment, with up to one in three of the population out of work, or living on sub-subsistence. To make any inroad on that, growth in gross domestic product must be raised, from the current 3.5 per cent a year to an annual 6 per cent or so. That requires a very substantial increase in savings and investment, both from domestic and foreign sources.

**Pension funds**

South Africa's savings rate has tumbled over the past 10 years from more than 25 per cent of GDP to around 17 per cent, mainly due to a decline in personal saving. The inevitable redistribution of income in favour of the lowest paid, since the advent of majority rule, is likely to increase consumption still further, at the expense of saving.

The government can help by cutting its budget deficit more vigorously.

Mr Liebenberg proposes to bring it down from more than 6 per cent of GDP to 5.1 per cent in the coming year. But with capital spending by government at less than 3 per cent of GDP, that figure is still much too high. Moreover, his move to tax interest and rental income of pension funds is scarcely a signal to encourage private savers - even if they were relieved that the 17 per cent tax rate is only half what the worst rumours had forecast.

## State assets

One answer is surely to be braver on the question of privatisation of state assets. The ruling African National Congress and its trade union allies are extremely cautious about any such move. They talk instead of "restructuring state assets", that appears to be a euphemism for privatisation to some members of the government; to others, it means no more than streamlining state companies to make them more efficient.

The government has a very significant portfolio: through the Industrial Development Corporation, it has holdings in Iscor, Sasol and Alusaf. It owns Telkom, the state telecommunications corporation, and Transnet, which includes South African Airways, as well as the harbours and national railways. And it owns Eskom, the giant electricity utility. Total privatisation receipts could be as much as R800m.

Of course, a blind sell-off of such state assets would probably simply reinforce the present white-dominated and highly concentrated ownership of South African industry. But the government should consider voucher privatisation, as practised in eastern Europe, as part of the mixture: it could then raise sorely needed funds to reduce its budget deficit (and state debt), and also greatly increase the popular (black) ownership of shares.

At this moment, Mr Kenneth Clarke, the UK chancellor of the exchequer, is heading for South Africa to preach the benefits of British-style privatisation. Perhaps Mr Liebenberg should also be inviting Mr Vaclav Klaus, of the Czech republic, to hear the story of voucher privatisation.

## Playing poker with Lloyd's

What price peace? The helpline at Lloyd's of London are now open, and 34,000 Names, the individuals who have supplied the 300-year-old insurance market's capital, are trying to work out what the latest recovery plan means for them. If Lloyd's is to survive, it must win the backing of a significant majority. However, it would be understandable if many Names did not regard this plan as the final offer.

So far, the tortuously complex figures put forward by Lloyd's are indicative; final numbers will be published in May. However, the proposal gives Names an estimate of what they must pay to settle their debts with Lloyd's. In exchange for a final lump sum, they can transfer outstanding liabilities to Equitas, a new Lloyd's-owned reinsurance company, including huge claims under US pollution and asbestos policies. Lloyd's will contribute £2.8bn to reduce the bill. It estimates that the net cost to individual Names should be capped at £100,000 plus their deposits at Lloyd's.

If Names reject the offer, they may be pursued by Lloyd's for much larger sums. They must weigh the package against the chance that future court actions could secure them a better deal. Each Name has a different exposure, and the overall response is highly unclear. Lloyd's does not even know whether Names still have enough money to meet the settlement, even if they want to accept it. In the poker game now under way, all players are weighing up three central questions. First, is this the best Lloyd's can offer? Second, what happens if the deal fails? Third, if it succeeds, what future can Lloyd's expect?

## Additional money

The deal represents a big improvement on the first offer. However, there are ways in which it might be increased. The £2.8bn might be raised, partly by payments under insurance policies protecting agents against legal action. Some Names also feel that auditors, brokers and agents might be persuaded to put more money into the settlement. Present proposals assume no payments from auditors and brokers, and just £200m from agents.

In the case of auditors, Names

believe that they might want to contribute to avoid legal action of the kind already successfully brought against Ernst & Young. For their part, brokers and agents might well suffer if Lloyd's ceased to write new business.

If agents take the threat of closure seriously, they could find it worthwhile to pay a slice of future profits into the settlement. However, Lloyd's is nervous of putting on too much pressure, on the grounds that agents might be prompted to quit the market altogether.

## Brinkmanship

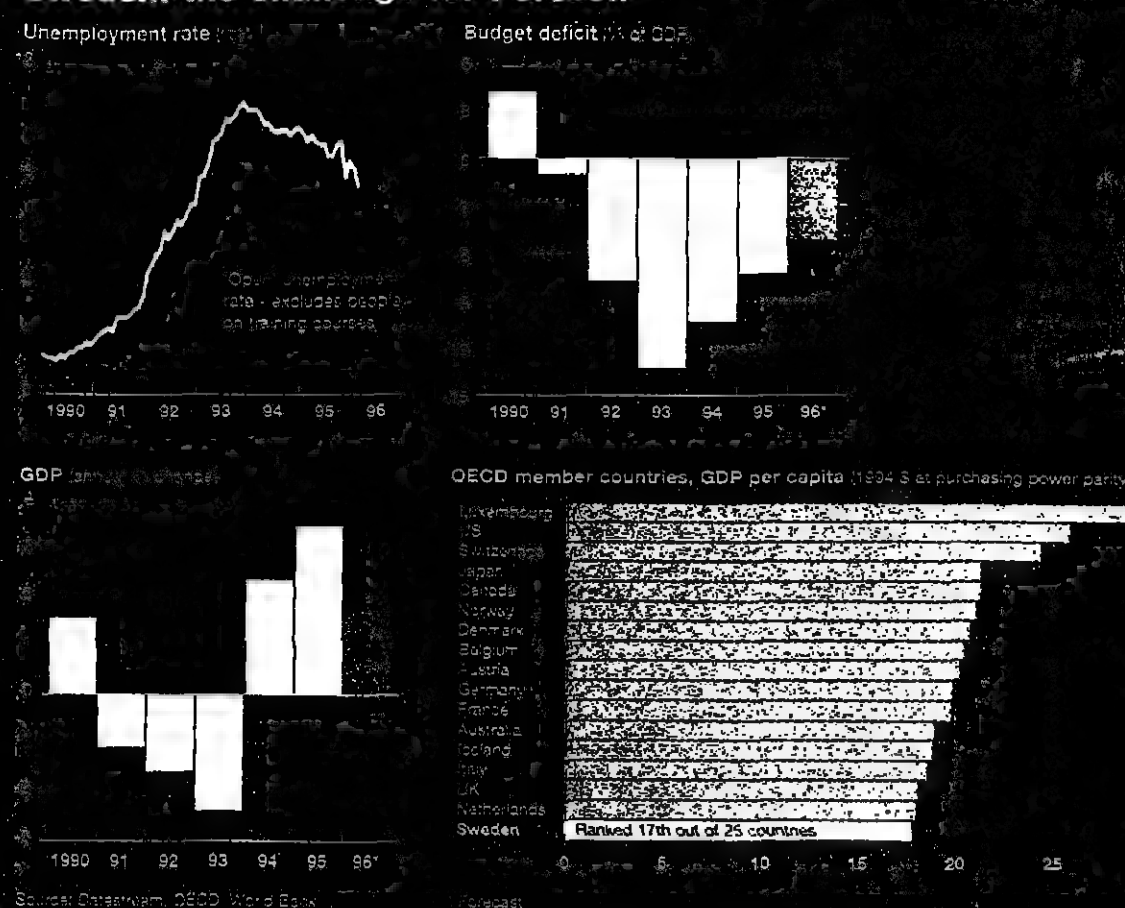
The present brinkmanship therefore depends in the end on the central question: if this deal fails, will Lloyd's shut down? Lloyd's has every incentive to portray itself in the worst light possible, to encourage Names to accept its offer. But nonetheless, there is every reason to take it at its word when it says that without this settlement, it would be unlikely to pass the Department of Trade and Industry's annual solvency test.

Failure of this deal would not automatically force it to stop trading. But its future would immediately be placed in the hands of the DTI. That would raise the political temperature of what has been portrayed as a purely financial crisis, a possibility which both Lloyd's and ministers must dread.

If a settlement is accepted, what future has Lloyd's? Part of its uniqueness and cachet stemmed from its pledge that it would pay claims even if it had to take the shirts off its members' backs. But Names' unlimited liability has lost any attraction it might have offered, even though Lloyd's points out vigorously that, throughout its troubles, it has met every valid claim.

There is a case, despite the damage to its reputation, that Lloyd's would still have a competitive advantage. Lacking a fixed sales force, it has lower costs than many continental and Japanese insurers. It still offers rare expertise and flexibility, particularly the ability to write large, specialised policies which much of the world's insurers would shun. Between it and that happier outlook, however, lies a game of poker which is far from over.

## Sweden: the challenge for Persson



## Lion tamer steps into the ring

Sweden's new premier faces the task of maintaining his party's welfare commitment while reviving the economy, says Hugh Carnegie

In the auditorium of the People's House in Stockholm this evening, the faltering giant of Swedish politics, the Social Democratic Party, will elect Mr Göran Persson as its new leader. He will thus become the country's new prime minister, replacing the less colourful Mr Ingvar Carlsson, who retires after 10 years as party leader.

The burly, bespectacled finance minister is a formidable politician who oozes self-confidence and will reveal in the opportunity to wield power. "Göran Persson is the lion tamer at the circus," says Mr Klas Eklund, chief economist at Skandinaviska Enskilda Banken and formerly an influential figure in SDP governments.

But Mr Persson's ascent to the Folksam Hus podium at tonight's party congress is far from a triumphal march. Both the country and the party that has ruled it for all but nine of the past 65 years face an uncertain future.

Mr Persson collared the top job after steering Sweden back from the brink of financial collapse in 1994. He implemented a series of tough budget measures which have restored at least some of the country's battered reputation in international financial markets and won the respect, if not the affection, of his party.

Even after his reforms, Sweden has yet to come fully to terms with the traumatic changes of the last decade, which have profoundly shaken a nation once so proud of its welfare-based, egalitarian society that it proclaimed it as the "Swedish Model".

The rapid internationalisation of the world economy, the end of the cold war and the painful realisation that Sweden could no longer afford the cradle-to-grave welfare system it built up in the 1970s have undermined the model. The pressure to be internationally competitive exposed the extent to which Swedish companies were overmanned, burdened with costs and dependant

on regular devaluation. The subsequent increase in unemployment costs greatly increased state spending, and the public sector quickly outgrew the private sector's ability to finance it.

Yet the Social Democrats remain committed to a redistributive welfare system that preserves the key party principle of minimising divisions in society. The challenge facing Mr Persson is how to achieve this while reversing a process which has seen Sweden slip in the past 25 years down the OECD's international league of income per capita from the top five to 17th.

The economy has recovered some of its poise since the 1991-93 recession and the subsequent battle to overcome a yawning budget deficit and fast-rising public debt, which at one stage threatened to approach 100 per cent of gross domestic product. A combination of painful spending cuts and tax increases over three years - equal to 7.5 per cent of annual GDP - stabilised the debt last year and should eliminate the budget deficit by 1998.

These measures, pushed through by Mr Persson since the SDP returned from three years in opposition in late 1994, won back a significant degree of confidence in the financial markets, leading to a strong rise in the krona and a big fall in interest rates in recent months. Mr Persson insists Sweden will meet the economic convergence criteria to qualify for the planned start of European economic and monetary union (Emu) in 1999.

But the economy remains vulnerable, and could collapse into crisis. Already the 3 per cent expansion of 1995 has been followed by a marked slowdown in growth this year. Total unemployment is stuck at more than 12 per cent of the workforce, although the government often uses a lower figure, which excludes those on training courses. This is a shocking level for a country which as recently as six years ago had a jobless rate of under 5 per cent.

The size of the public sector is

still huge by international standards, accounting for more than 60 per cent of GDP. "If we are lucky, the downturn will be sharp but short. But if we are unlucky and Europe and Sweden go into recession, then Göran Persson is in big trouble. In any case, unemployment is going to be stuck at high levels," says Mr Eklund.

The Social Democratic party, meanwhile, has been in a state of disarray. The first preferred candidate to succeed Mr Carlsson, the then deputy premier Ms Mona Sahlin, was forced to withdraw after revelations that she used her government credit card for private spending.

More substantially, the need to cut cherished welfare spending on unemployment programmes, sick pay and child care benefits has outraged many in the rank-and-file. They thought the election victory in 1994 would herald a return to traditional SDP policies, not an even tougher regime than that adopted by the previous centre-right coalition headed by Mr Carl Bildt, the radical conservative. "Everyone should contribute to solving the economic crisis according to their ability," protests Ms Lotta Grönberg, editor of the traditionalist *Norrlandska Socialdemokraten* newspaper. "Now everyone has to contribute regardless of their condition, and that is a complete break with Social Democratic principles."

The party has also been split by the issue of Sweden's entry to the European Union last year, a clear majority currently opposes the party leadership's intention that Sweden should contribute to solving the economic crisis according to their ability.

Many in the top echelons of the party - dubbed the "renewers" - are trying to persuade the grassroots that the SDP must adopt radical reforms to adapt to the changes facing the country, much as Mr Tony Blair has overhauled the poli-

cies of Britain's Labour party. Their agenda includes a rethink on benefits, a more flexible labour market, measures to encourage entrepreneurs and full participation in the EU.

Mr Carlsson can take credit for already having moved the party in this direction. He presided over sweeping economic and financial deregulation in the 1980s and tax reforms in 1991. He swung official SDP policy to a pro-EU stance.

But the party has approached all these issues in a defensive mode, portraying them as necessary evils to protect the core of the welfare state rather than as desirable goals in their own right. The policy debate that will follow Mr Persson's election will be dominated by "traditionalists" clamouring for a return to the "tax-and-spend" certainties of the 1970s. Mr Persson will struggle to avoid being bound by traditionalist resolutions.

The key question now, therefore, is what kind of leadership Mr Persson will offer. Sweden's big exporting companies - such as Volvo, Ericsson, Electrolux and Astra - are urging him to stick to a reformist agenda, continuing to keep firm control on the public finances, trim the public sector, ease the tax burden and loosen the still rigid labour regime. "The main priority is no turning back," says Mr Eklund.

The companies' argument is that the party must accept these formulas if the country is to return to sustainable growth. Indeed, the renewers argue fervently that only by doing so will Sweden be able to continue to afford generous welfare provisions.

Mr Persson's record as finance minister has encouraged the view that he will pursue such a programme. But there are already signs that the necessity of keeping the party together will temper whatever reforming zeal Mr Persson - whose roots are firmly in the working-class mainstream of the SDP - may possess. In January, he

unsettled financial markets by agreeing to union demands to return unemployment and sick-pay benefits in 1996 to 80 per cent of previous salary levels from the 75 per cent to which they were recently reduced.

"It is uncertain what kind of a prime minister Mr Persson is going to be," says Professor Olof Ruin of the political science department at Stockholm University. "My feeling is he is more of a reformer than a traditionalist, but he is bound to try to keep the party together."

The new leader will seek to heal the divisions in the SDP which have led to a sharp fall in the party's popularity. From more than 45 per cent of the vote in the 1994 election, the party's poll ratings have tumbled to less than 35 per cent. One poll early this year put Mr Bildt's conservative Moderate party ahead of the SDP for the first time ever.

Disgruntled voters have been deserting the SDP in droves to the Left party (the former communists) and the Environment party. In elections for seats in the European parliament last September, these two anti-EU parties together polled 30 per cent of the vote, while the SDP slid to 28 per cent, its lowest result in a national election since 1911.

But Mr Persson has one valuable card in his hand: the Left and Environment parties would never support a right-of-centre government. Meanwhile, the four-party alliance that made up Mr Bildt's 1991-94 coalition has fractured, with the Centre party forming an informal alliance with the SDP. The Liberals and Christian Democrats have slipped far down the polls, leaving Mr Bildt's Moderates with little prospect of forming a government after the next election in 1998.

"In the present situation, the Social Democrats are doomed to rule," says Prof Ruin. This should give Mr Persson the leeway to pursue a bold, reformist course. The question is whether he believes such a course is required to restore the prosperity and self-confidence Sweden enjoyed in past decades.

## OBSERVER

## Leonard of Arabia

■ A small cloud has appeared on the horizon at Garsington, the Oxfordshire village famous across Britain for its out-door operas. This time it's not the locals who are kicking up a fuss about noisy opera singers, but the leading man himself. Leonard Ingrams, brother of former *Private Eye* editor Richard Ingrams, is decamping to the Middle East.

Ingrams, a director of merchant bankers Robert Fleming, is joining Bahrain's Arab Banking Corporation as chief operating officer. He knows the area well. When he was working at Barings, the family bank, he was seconded to the Saudi Arabian Monetary Agency, where he worked alongside David Mulford, the former US Treasury star who now heads Credit Suisse First Boston.

Ingrams is one of those rare birds who enjoys working in Saudi Arabia more than in London. So after a brief interlude back at Barings in London he returned as chief adviser to Sama's governor in the 1980s. "When I went Sama had \$15bn of assets; when I left it was up to \$165bn," says Ingrams.

Clearly Robert Fleming, where he has worked for 11 years, didn't make the most of his Middle East connections. So when he got the call from Ahmed Abdullahi, ABC's chief executive and former deputy

governor of Sama, Ingrams jumped at the chance of returning to his old haunts.

One (no doubt scurrilous) suggestion is that he has been recruited to apply his first class mind to one of ABC's unspoken problems - how to sever its Libyan connection, which upsets the Americans.

Nevertheless, his return to the Middle East at this stage in his career - he is 54 - is strange, especially since his Garsington opera, a mini-Glyndebourne, is gearing up for its next high-brow season. Ingrams insists that the show will go on, and that he will be choosing next year's productions. Indeed, he is toying with the idea of Mozart's "Die Entführung aus dem Serail". How appropriate.

## Reader's dyspepsia

■ They're going to have to rename Pleasantville, the sleepy Westchester County headquarters of Reader's Digest, in New York state. Yesterday the company said it was cutting 100 jobs at Pleasantville, as part of a global staff bloodletting.

The Digest likes to make out it's a caring organisation, but in truth it's always been something of a snake pit. On Christmas Eve in 1965 its founder, DeWitt Wallace, used a staff party to summarily dismiss his long-standing general manager, Al Cole, and to demote

Cole's protégé, Fred Thompson, who also happened to be Wallace's nephew-in-law.

At least the remaining Pleasantville staff will still be able to enjoy the wonderful art collection, carefully acquired by DeWitt and his wife Lila, and which decorates the corridors. It's described by local staff as "priceless", unlike the staff.

## Chocks away

■ A bold recommendation yesterday from Jacques Doufflaques, the former transport minister charged by the French government with coming up for a location for a third "Paris" airport. Out of his hat he pulled Santeuil, so far to the south of the capital that it's practically in Orleans. An odd choice, perhaps - except it's near the district he long represented as a local and national politician.

## Whitewater scare

■ New Yorkers - who have survived the snowiest winter on record - are now suffering the wrong kind of thaw. Commuters heading home to New Jersey were held up for two hours on Tuesday night, when the upper deck of George Washington Bridge was closed because chunks of ice the size of table-tops were falling onto the roadway.

And on Wednesday morning the rush-hour was disrupted, as drivers unused to sunshine were dazzled by the unaccustomed glare. The same New Jersey-ites, this time heading eastwards, couldn't see where they were going, having left their sunglasses at home.

## Molotov's cocktails

■ Ruffled feathers at the very pukka Sind Club, watering hole of the Pakistani and foreign elite in Karachi. Months of political violence have prompted them to bring along their Kalashnikov-toting bodyguards, despite repeated admonitions from the club secretary. "This practice is causing a great deal of inconvenience to other members," he says in a stern notice. "Please refrain from bringing armed guards into the Club premises."

## Last word

■ It was the Ides of March and Mark Anthony, Caesar and Brutus had arranged to watch their local soccer club play an important away fixture. The day was not going well. The visitors were trailing badly and Brutus had been delayed in the Rome traffic and missed most of the first half. At last he arrived and breathlessly asked his friends for the score. Caesar turned to the late arrival and replied sadly: "8-2, Brutus."

## Financial Times

## 50 years ago

**Durban deep strike**  
Johannesburg. Miners at three shafts of the Durban Roodepoort Deep Company refused to go underground on the morning shift as a protest against the expulsion of one of their number from the miners' union and his dismissal from the company. Men at one shaft each of the Consolidated Main Reef Mines and Estate and Rand Leases Gold Mining Company struck work in sympathy. The Durban Deep men later issued a statement emphasising that they had no quarrel with any management and that the stoppage was directed against the Mineworkers' Union. "We demand," says the statement, "the immediate election of shaft stewards on every shaft at every mine throughout the reef and in coal mines, and from the men elected a new mineworkers' union will then automatically come into being."

**Gen. Motors after the strike**  
New York. The settlement of the General Motors strike on Wednesday afternoon has paved the way for a volume production of automobiles originally expected months ago. The new two-year pact provides an 18½ cents hourly wage increase for 175,000 employees in 93 plants in 50 cities.











## INTERNATIONAL COMPANIES AND FINANCE

## EUROPEAN NEWS DIGEST

## Kredietbank ahead 10% at BFr11.55bn

Kredietbank, Belgium's third largest bank, yesterday unveiled a 10 per cent rise in 1995 net profit after minority interests, to BFr11.55bn (\$381m) from BFr10.49bn a year earlier. Gross income rose 8.8 per cent to BFr65.23bn from BFr59.98bn in 1994 and included net interest income of BFr48.58bn, against BFr46.18bn, and BFr16.7bn of other income, against BFr13.82bn, the bank said.

Operating costs rose 7.1 per cent to BFr39.84bn from BFr37.3bn, due to a one-off charge from a change in VAT regulations and higher costs of the Spaarkrediet unit acquired in January 1995, it said. Depreciation, write-downs and provisions rose 8.4 per cent to BFr11.59bn, from BFr10.35bn a year earlier, and included an 88.2 per cent rise in credit risk provisions to BFr6.48bn, it said. Write-downs in 1994 were substantially depressed by write-backs of country risk provisions, it said. The board is proposing a net dividend of BFr25 out of 1995 profits, against BFr215 a year earlier.

AFK News, Brussels

## Minorco quashes rights talk

Rumours of an impending and substantial rights issue by Minorco, the Luxembourg-quoted natural resources group controlled by the Anglo American Corporation of South Africa, were quashed yesterday by Mr Hank Slack, the chief executive. "It is the furthest thing from our mind," he insisted after announcing a 60 per cent increase in Minorco's earnings before tax and exceptional items to \$855m.

There was speculation that Minorco would use the rights issue cash to take over Diamond Fields Resources, which discovered the Voisey's Bay deposit in Labrador, expected to become the world's biggest and lowest-cost nickel mine from 2000 onwards. Mr Slack confirmed Minorco was taking a keen interest in the corporate manoeuvres surrounding Voisey's. "It is a very attractive project and we are attracted to projects like that," he said. *Kenneth Gooding, Mining Correspondent*

## FT/S&amp;P Actuaries World Indices

The FT/S&P Actuaries World Index Policy Committee carried out full reviews of Belgium and Denmark at its quarterly meeting on March 11 and decided on the following constituent changes, to take effect from April 1 1996: Belgium. Additions: BBL VVPR (112); Electrifica VVPR (212). Deletion: GIB VVPR (491).

Denmark. Additions: Københavns Lufthavn (301); Coloplast B (431); De Dansk Luftfartsselskab - 50 per cent investibility weighting (301). Deletions: D/S 1812 (303); D/S Svanborg A (303); ISS A (481); Aalborg Portland A and Pref. (611); Portuga B (171).

The Committee confirmed that Indonesia and The Philippines will be added to the indices on July 1 1996. The following changes to the previously proposed constituent lists have been agreed:

The Philippines. Addition: Southeast Asia Cement Holdings (investibility weighting changed to 30 per cent). Deletion: Jollibee.

Indonesia. Addition: Telekomunikasi Indonesia (20 per cent investibility weighting).

The FT/S&P Actuaries World Indices are jointly compiled by FT-SE International, London, on 0171-448-1800; Barbara Mueller, Goldman, Sachs & Co., New York, on 212-903-6777; or Elliott Shurgin, Standard & Poor's, New York, on 212-308-5708.

## Metro sees sharp gains as merger clinched

By Judy Dempsey in Berlin

Metro, Germany's large retailing, discount and cash and carry group, forecast a sharp rise in profits and sales following final agreements yesterday to merge with its independently-run subsidiaries Aska, Deutsche SB-Kauf and Kaufhof Holding.

The merger follows several months of negotiations to buy out the stakes of minority shareholders. Metro had held majority stakes in the three companies previously but the four entities were managed separately. The merger will create one of Europe's largest retailers which will concentrate on mass distribution

mainly in the discount sector. It reflects a growing trend towards consolidation at a time when retailers, particularly in Germany, are fighting for market share amid weak growth in consumer spending.

Mr Erwin Conradt, manager of Metro, said the merger was not "a conglomerate". Instead, he said there would be strict decentralisation with autonomous boards responsible for managing operating divisions. However, Metro AG, the new holding company, would provide a platform for the internationalisation of activities, especially in the cash-and-carry division, one of the Metro's most successful divisions. Consolidated sales for last year

totalled DM62.2bn (\$42.3bn).

For the first financial year, starting last January, the new Metro AG group expects a group turnover of DM65.5bn, rising to DM70.5bn next year and to DM74.4bn in 1998. Pre-tax profits over the same period are expected to rise from DM1.1bn to DM1.5bn next year and to more than DM2.1bn in 1998. A dividend of DM2 plus a bonus of DM2 per DM5 shares will be paid out this year.

The merger, to be put before shareholders on May 24, involves an increase in nominal capital and an exchange of shares. The current nominal capital of DM288m will be increased by DM213m to

DM501m. In 1997, Metro intends to increase the then existing capital through a capital increase from reserves involving a bonus issue of shares by about DM600m to DM1.1bn.

The exchange of shares entails 10 Aska ordinary shares being swapped for 81 Metro AG ordinary shares with the same arrangement applying for preference shares. For Deutsche Kaufhaus, eight of its ordinary shares will be swapped for one Metro AG ordinary share, while one Kaufhof ordinary share - as well as preference shares - will be swapped for four ordinary and preference shares of Metro AG.

Lex, Page 18



Erwin Conradt: planned strict decentralisation

## CLF in talks with Belgian counterpart on link-up

By Andrew Jack in Paris and Emma Tucker in Brussels

Crédit Local de France, the specialist French banking group, yesterday confirmed it was holding talks on a close co-operation with its counterpart Crédit Communal de Belgique, the second largest bank in Belgium. CLF said this could lead to an exchange of up to 50 per cent of the two banks' shares.

The move would lead to the creation of a large European financial institution focused on lending to the public sector, with combined total assets of about FF1,000bn (\$188bn).

The two banks said they were also studying ways to tighten links with Bank Nederlandse Gemeenten in the Netherlands, which is already a shareholder in CLF. Crédit Communal de Belgique also holds a 5 per cent stake in CLF.

They stressed that for the plan to go ahead, shareholder, regulatory and executive approval would be required in a process likely to take "many months".

CLF said the two banks believed there was "strong complementarity" between their businesses which could lead to a "European pole of development". It said the plan would require the sale through a public quotation of some of the shares in Crédit Communal de Belgique - currently owned by the country's 600 communes - and would lead to the construction of a unified group.

CLF, already the largest quoted bank in Europe specialised in lending to local authorities and the public sector, has recently been strengthening its international focus.

## CORRECTION

## OTE flotation

Contrary to a report in yesterday's Financial Times, CS First Boston and Schroders have not pulled out of the OTE flotation and remain advisers to the Hellenic Republic.

## European coup for troubled SBC Warburg

By Nicholas Denton

The German retail merger creating Metro has given SBC Warburg a chance to show that, despite the investment bank's troubles in the UK, it is continuing to pick up significant mandates in Europe.

The Swiss Bank Corporation division is sharing the credit for advising on the DM15.5bn (\$10.7bn) merger although the two German banks involved in the deal have established

banking relationships with Metro group companies.

In contrast, the SBC unit has been losing UK clients taken on with the acquisition last year of S.G. Warburg, formerly the UK's leading independent investment bank. "It was not possible to service that entire UK client list," said Mr Ken Costa, chairman of SBC Warburg's investment banking board.

In the UK, the bank would aim to offer more products to fewer clients, he said. But it is also pursuing a Euro-

pean strategy of which the Metro deal, and others this week, were the "first fruits". "Europe is our turf," Mr Costa said. "That is the region we have marked out to show our strength."

This week it also emerged that the SBC group had advised on the acquisition by Mr Gad Bensing and his family of the half of Tetra Laval, the privately owned packaging group, that they did not own. SBC even contributed to the financing of the deal which, although details have not been disclosed, is

thought to be worth about SF7bn.

SBC Warburg took no part in the merger between the Swiss pharmaceutical companies Sandoz and Ciba-Geigy but it disclosed this week that it was acting as adviser on the disposal of businesses being hived off by them.

And next week SBC Warburg and Morgan Stanley will set price ranges and launch the international public offering of Scania, the Swedish truck maker, for which the two banks are joint global co-ordinators.

## Efficiency pays as AGF advances 23% to FF1.1bn

By Andrew Jack

Assurances Générales de France, the state-owned French insurance group, yesterday reported 1995 net income up 23 per cent to FF1.1bn (\$218m) and announced renewed efforts to improve efficiency.

Turnover rose 11.4 per cent to FF7.4bn, which AGF said represented an increase in comparable terms and constant exchange rates of 13.1 per cent.

The board is recommending a dividend of FF3.76 a share.

Mr Antoine Jeancourt-Galignani, chairman, said that last year marked "a turning point" for the group, including a reorganisation, tighter strategic focus and a first step towards improving profitability.

He announced the creation of a temporary group, which would be responsible for increasing productivity. He also pledged to do everything possible to

achieve a return on equity of 10 per cent by 2000.

AGF has long been earmarked for privatisation, but the sale has been delayed by various concerns, including the generally poor recent performance of shares in financial services groups. The latest move will help prepare the group ahead of the sale-off.

During the year, AGF changed its accounting policy for life assurance contracts, which provided a one-off profit of FF2.6bn. However, that was more than offset by a series of exceptional charges, including FF7.6bn for long-term depreciation. There was also FF1.1bn in provisions on insurance business, FF759m against banking operations, and FF718m for long-term depreciation in AGF's holding company.

Mr Jeancourt-Galignani said the group's aim was to focus on markets experiencing strong growth, such as retirement and health insurance.

## Cut in provisions helps lift profits 7.7% at BNP

By Andrew Jack

Banque Nationale de Paris, the French banking group, yesterday unveiled 1995 net income up 7.7 per cent at FF1.5bn (\$366m) while launching a defence of its support for the country's small business sector.

As a result of the sluggish progress of the French economy, the group reported banking revenues down 4.1 per cent at FF87.7bn, a decline of 2.3 per cent on a comparable basis. "BNP has held up rather well in what has been a difficult year for French banks," said Mr Michel Pébereau, chairman.

The improved result partly reflected a sharp reduction in provisions, down from FF7.3bn last year to FF6.5bn this year. Write-downs for specific risks fell 48 per cent outside France, but - apart from property - were down just 8 per cent domestically. New provisions against loans to property developers were FF1.7bn, against FF2.1bn in 1994.

However, Mr Pébereau stressed that BNP's exposure to the property sector was far less a concern than lending to small and medium-sized businesses. He said total property provisions in 1995-96 totalled FF4.5bn, while those against small businesses over the same period ran to FF10.5bn.

His comments come in the wake of criticisms of banks' approach to lending towards small business which were voiced by President Jacques Chirac last month during a tour to east Asia.

Mr Pébereau said that BNP had operated a policy of maintaining margins rather than seeking additional market share. He said his objective for 1996 was for "progression" in all divisions of the bank.

He renewed his criticisms of the government-backed FF136bn rescue plan for Crédit Lyonnais, the state-controlled bank, which he called "erroneous for public finances and for the creation of competitive distortions".



## THE SOCIÉTÉ GÉNÉRALE GROUP ANNUAL RESULTS

## NET INCOME MAINTAINED AT FRF 3.8 bn

## BUSINESS

- Satisfactory performance for retail banking in France.
- Significant increase in customer deposits (+ 13.8 %).
- Rise in assets managed (+ 5.7 %).
- Loans virtually unchanged (+ 0.7 %) due to weak demand from French corporate customers.

- Marked growth in capital market transactions and in commercial banking operations of our international network.

- Brokerage business less active than in 1994.

## RESULTS

- Net banking income up (+ 1.1 %) to FRF 39.4 bn.

Slight fall in gross operating income (- 5.9 %) due to higher operating expenses (+ 3.8 %) reflecting the Group's international development.

■ Decline in net allocation to provisions (FRF 4.8 bn as compared to FRF 5.0 bn in 1994), despite net allocation to provisions for real estate commitments remaining at a high level (FRF 1.9 bn compared to FRF 2.2 bn in 1994).

The Annual General Meeting will be held at the CNIT Paris-La Défense on May 10 1996 at 10 a.m.

For further information, call our Investor Relations Service in Paris on (33-1) 42 14 54 78



## MINORCO

## Preliminary results for the twelve months to December 31, 1995

"The past year was one of significant achievement for Minorco. Earnings reached record levels, several significant acquisitions were completed and the development of our major projects continued satisfactorily."

Julian Ogilvie Thompson, Chairman

	Calendar Year 1995 Audited	1994 Unaudited Proforma
US\$ millions:		
Sales	4,247	3,435
Operating earnings	599	296
Earnings before exceptional items, taxation and minority interests	665	414
Net earnings	365	81
Net earnings before exceptionals	365	241
Net cash provided by operating activities	491	443
Capital expenditure	814	525
Acquisitions and investments	768	537
US\$ per share:		
Net earnings	1.83	0.36
Net earnings before exceptionals	1.83	1.07
Dividends declared	0.63*	0.57

\*Recommended by directors and subject to shareholders' approval.

## YEAR IN BRIEF

- Net earnings before exceptional items increased by 51% to US\$365 million.
- Dividend increased by 11%.
- Approval given to commence development of the Collahuasi copper mine, subject to completing the financing arrangements.
- Ticon acquisition doubles the size of the European Industrial Minerals business.
- Major investments made in the modernisation and expansion of Mantos Blancos, the Cresson heap leach gold operation and the Aylesford Newsprint facility.

## FINAL DIVIDEND

The proposed final dividend for the year to December 31, 1995 of 4.05 US cents is, subject to shareholders' approval, payable on May 10, 1996 to shareholders of record on April 2, 1996. The 1995 annual report will be mailed to shareholders on or about April 4, 1996. Copies may be obtained from the UK Transfer Agent: Barclays Registrars, Bourne House, 34 Beckenham Road, Beckenham, Kent, BR3 4TU, England.

## MINORCO

MINORCO SOCIETE ANONYME, LUXEMBOURG. MARCH 14, 1996



INTERNATIONAL COMPANIES AND FINANCE

# Siemens Nixdorf buys 10% stake in Vobis

By Paul Taylor and Michael Lindemann in Hanover

Siemens Nixdorf, the computing subsidiary of Germany's Siemens group, has acquired a 10 per cent equity stake in Vobis, another German personal computer manufacturer, as part of its strategy to grow its PC operations and cut costs through joint component purchasing.

SNI has a similar agreement with Escom, the struggling cut-price German PC maker. Earlier this month Siemens' stake in Escom was increased from 10 to 12.5 per cent after Escom

announced a DM100m refinancing package following 1995 losses of DM120m (\$81.6m).

Commenting on the Vobis deal, Mr Gerhard Schulmeyer, SNI's chief executive, said: "The primary motivation for this strategic move was to create opportunities for joint bulk buying and to benefit from the resulting economies of scale in the purchasing sector."

Vobis, however, said the two companies might also co-operate on assembly. Vobis last year spent DM15m to introduce a new assembly method which means it can tailor a PC to customers' needs and does not

need to deliver the same products to every one of its 600 stores. The Aachen-based company said SNI was very interested in the new technique.

The equity stakes and joint purchasing initiative link German's three largest indigenous PC manufacturers, and are likely to heighten speculation about closer ties. Together they have annual sales of almost 2.5m units, and underline the growing importance of volume in the fiercely competitive global PC market.

The SNI stake means that Kaufhof, the German retail group, has reduced its stake in

Vobis from 65 per cent to 58.5 per cent. Mr Theo Lieven and Mr Rainer Fraling, who started in the computer business as students in 1978, now hold 15.75 per cent each, down from 17.5 per cent.

The deals with both Vobis and Escom underline SNI's growing confidence and its increasing strength in both the domestic German and the European PC markets following an restructuring programme initiated by Mr Schulmeyer at SNI.

Siemens Nixdorf moved into profit for the first time last year when it posted pre-tax

profits of DM62m on sales of DM12.8m.

Under Mr Schulmeyer, the company has adopted an international growth strategy and has become one of fastest growing European PC manufacturers - and one of few not losing money.

Mr Schulmeyer revealed yesterday that new orders rose by 10 per cent to DM5.3bn in the first five months of the company's fiscal year. Worldwide sales advanced 15 per cent to DM5.2bn. Adjusted for currency movements, new orders rose by 4 per cent and sales by 10 per cent.

## AssiDomän doubles profits to SKr4.35bn

By Christopher Brown-Humes in Stockholm

AssiDomän, the Swedish pulp and paper group, more than doubled profits from SKr2.07bn to SKr4.35bn (\$641m) in 1995, continuing an excellent reporting season for the big Nordic forestry groups. It said the upturn was driven by higher prices and volumes for most products. But market conditions worsened in the second half and the fourth-quarter profit of SKr557m was the weakest of the year.

Pulp prices have fallen sharply since last October and prices for many paper products have weakened.

The result was slightly below expectations, but the group's shares jumped SKr4.5 to SKr152. Swedish forestry shares have surged 5 per cent this week and 14 per cent this year. "The market feels that cyclical stocks are the ones to be in, and the forestry sector is benefiting from that," said Mr Peter Mansson, forestry analyst with ABB Aros Securities in Stockholm.

Higher prices, increased volumes and acquisitions helped lift gross revenues by 27 per cent to SKr21.8bn. Operating profits jumped 97 per cent from SKr2.26bn to SKr4.47bn.

The sharpest improvement was in kraft products, where profits rose from SKr249m to SKr1.18bn. Packaging profits climbed 134 per cent from SKr41m to SKr1.12bn.

Mr Lennart Ahlgren, chief executive, said prices for sack paper were 5 per cent higher than last year's levels, in contrast to most other paper grades where prices are lower. He also said Assi planned to invest SKr100m in a new corrugated board plant near St Petersburg in Russia in a further expansion of its activities in eastern Europe.

Assi owns 39 per cent of Sepap, the biggest Czech pulp and paper group. It recently settled a dispute with Sepap's other main shareholder, the Bahamian investment company Strivim.

The dividend is raised from SKr3.25 per share to SKr5.

## EUROPEAN NEWS DIGEST

### Noble set to buy Nedlloyd arm

Nedlloyd, the Dutch transport group, plans to sell Neddrill, its offshore drilling subsidiary, to Noble Drilling Corp of the US for \$300m in cash plus 5m Noble shares. Noble's shares trade at between \$9 and \$10 on the Nasdaq exchange in New York, meaning the total value of the deal to Nedlloyd is around \$350m. The transaction, which includes Neddrill's various assets as well as its working capital of \$25m, is still dependent on several factors, including the successful completion of due diligence work and Noble's ability to arrange financing.

The Rotterdam-based company, which issued two profit warnings in late 1995, said the deal met its earlier declared aim of finding a strong strategic partner for Neddrill so that it could increase economies of scale and prepare for the 21st century. It described Noble, based in Houston, as the preferred partner of Neddrill's management and staff. Neddrill owns and operates drilling units for oil and gas production. It is active in the North Sea and in the deep water market off the coast of Brazil.

The subsidiary is the main component of the group's "Neddrill and other activities" sector, which generated F117m (\$10.3m) in operating profit in the first nine months of 1995, on turnover of F118m. By contrast, Nedlloyd's ocean-going shipping, which had nine-month turnover of F12.3bn, posted operating profit of only F139m, while European road haulage produced F148m in operating profit on sales of F12.6bn.

Ronald van de Krol, Amsterdam.

### East Asiatic Company rises

The East Asiatic Company, the Danish trading and food group, increased group net profits from DKr230m to DKr338m (\$58.4m), although profits after net financial items slipped from DKr319m to DKr216m. The board recommended that no dividend be paid for the fourth successive year. The group, with 63 per cent of its turnover in eastern Asia, increased sales from DKr12.45bn to DKr14.42bn, primarily as a result of an increase of sales under licence arrangements of branded consumer products and graphics industry equipment in Asia.

The group's wool trading business and its Plumrose slaughterhouse and meat processing business in Germany made substantial losses. A DKr300m charge was made to cover the cost of selling a loss-making slaughterhouse at Britz, near Berlin, before the end of this year. EAC will concentrate its activities in three core areas, trading in fast-moving consumer goods in Asia, graphics industry equipment in Asia, northern Europe and Africa, and food production in Venezuela.

Hilary Barnes, Copenhagen

### E-Plus warns on phone licence

E-Plus, Germany's third digital mobile phone network, yesterday warned Mr Wolfgang Bötsch, the minister for post and telecoms, not to issue a fourth mobile phone licence in Germany before 1997 when E-Plus's four-year period of grace runs out.

The company, in which the Veba and Thyssen industrial groups each hold 28.5 per cent, also said it was unfair that a fourth mobile operator should have to cover only 75 per cent of Germany and not 98 per cent as E-Plus had been required to do. Front-runner for the fourth mobile licence is a consortium made up of RWE and Viag, the two German energy-based conglomerates, and British Telecommunications. E-Plus said the German market was big enough to accommodate a fifth mobile licence but "when it comes to future licensing [of operators] we just want equality of chances and fairness". The company estimated there would be 12.5m mobile phone users in Germany by 2000.

Michael Lindemann, Hanover

## Hungarian drug groups stage comeback

A spate of takeovers by western groups has helped buoy the sector, writes Virginia Marsh

Hungary's pharmaceutical industry - one of the country's most important manufacturing sectors and its top export earner for much of the 1990s - is making a strong comeback from a harsh post-communist recession.

Better than expected 1995 results at the country's two largest pharmaceutical companies, and a public takeover at a third listed drugs producer have helped fuel this year's rally on the Budapest stock exchange, where the sector accounts for around a quarter of total market capitalisation.

The BUX index has surged by more than 40 per cent since January 1, hitting an all-time high of 2,390 on March 7. At the same time, a spate of acquisitions in the sector by western pharmaceutical companies has underlined Hungary's importance as the main manufacturing and distribution centre for the industry in the former Eastern bloc.

Richter Gedeon, the largest company in the sector, which was partially privatised and floated 18 months ago, hit an all-time high above F16,000 in recent weeks, up from an issue price of F14,390 in September 1994. In its preliminary 1995 results, reported last month, it increased net sales last year by F16.5bn to F17.4bn (\$12m) and made pre-tax profit of F17.7bn, up from F14.7bn in 1994.

Egis, the local market leader, has seen its stock rise steadily

since December when Servier, the privately-held French pharmaceuticals company, purchased a 51 per cent stake and formed a strategic alliance with the company.

Egis' stock price was lifted further after it announced preliminary pre-tax profit of F14.9bn, on sales of F19.5bn for 1995, up from F12.5bn, on net sales of F15.3bn in 1994. It is now trading in the F14,500-F14,800 range, up from F13,275 before the Servier acquisition was announced.

Traditional producers - former state companies such as Richter and Egis, most of which have now been privatised - are compensating for falling domestic market share by seeking new markets in the west and by revitalising trade with their former partners in the east.

Newcomers, such as Pharmavit - the vitamin pill maker acquired by Bristol-Myers Squibb of the US for \$116m last month in the country's first public takeover of a listed company - have broken into the market through a combination of clever western-style marketing and competitive pricing.

According to a recent report by Daiwa of Japan, the strength of the sector lies in its ability to produce high quality drugs at low cost - wages in Hungary remain a fraction of those in the west - and in the country's position as a marketing and distribution centre for eastern Europe, a region which offers substantial growth

### Hungary's drugs market

Sales*	Share of local producers (%)
1990	21.8
1991	31.2
1992	36.1
1993	50.9
1994	66.7
1995	85.5

\*Pharmacy and hospital drug sales, based on wholesale/producer prices. Source: Pharmavit

### Domestic market share (% of sales by value)

	1994	1995
Alkaloids	0.1	4.9
Biogal	0.4	10.4
Chinoin	7.5	11.9
Egis	12.4	16.5
Human	1.1	1.8
Pharmavit	2.3	0.3
Richter	8.8	13.8
Other	5.5	4.7

Source: Daiwa, Pharmavit

potential for sales of pharmaceuticals. At present, drug consumption and expenditure on healthcare in the region - although not in Hungary - are well below western European levels.

Hungary, which has a long tradition as a pharmaceutical producer, had the most important drugs industry in Comecon, the collapsed Soviet-led trading bloc. In 1989, around two thirds of the sector's production was exported, mainly to Comecon countries including the then Soviet Union where Hungarian pharmaceuticals had a 22 per cent market share.

The collapse of Comecon markets and a sharp increase in competition from western producers at home triggered the recession of the early 1990s.

Exports to eastern markets all but dried up and the domestic market share of local producers in value terms dropped from 73.7 per cent in 1990 to 53.0 per cent in 1993 and to 44.8 per cent in 1995, according to Pharmavit, a local pharmaceutical and healthcare market research organisation.

In spite of lay-offs and restructuring prompted by the recession, Daiwa estimates the industry still accounts for around 6.5 per cent of Hungary's industrial production and 4 per cent of total exports.

Industry analysts say one of the attractions of the sector is that, although much restructuring has already taken place, there is still room for further cost savings and earnings growth.

Companies are divesting non-core businesses - some with potential environmental liability such as pesticides, agrochemicals and refuse burners - which has also made them more attractive to foreign buyers.

Privatisation has in most cases included capital increases for the companies involved, enabling them to pay off expensive debt racked up in the recession and to increase capital investment which was largely neglected in the 1980s.

With the exception of Richter

ter, which was sold to financial investors, the leading local producers have been acquired by international pharmaceutical companies. Sanofi of France holds a majority stake in Chinoin, the most prominent local pharmaceutical company in developed countries, while Novopharm of Canada last year increased its stake in Human, a serum and vaccine specialist, to 53 per cent.

Also last year, Teva Pharmaceuticals of Israel paid \$26m for 78 per cent of Biogal, the country's main producer of antibiotics. Human is listed on the BSE, while Biogal, Chinoin and Alkaloids, the last large producer still in state hands, trade over the counter.

The takeovers have taken place against a backdrop of reviving Hungarian trade with the east, and both Servier and Bristol-Myers Squibb have said they intend to use their local acquisitions to spearhead their expansion into the region.

Hungary's exports to the former Soviet bloc rose 24 per cent last year as pharmaceutical companies and other exporters cashed in on the region's economic recovery and a 28 per cent devaluation of the forint, reversing years of real appreciation.

Richter Gedeon, for example, increased sales to former Soviet states by 13.8 per cent in dollar terms to \$80.5m and to eastern Europe by 1.9 per cent to \$31.8m.

The first international prize ever launched on the Internet, the network of networks, has just started. It is called Pirelli International Award and is dedicated to all European surfers able to develop a multimedia project which helps to spread scientific culture. Projects of any content can be submitted: an electronic program, a production process, a machine, a poem and anything related to the scientific world. An international jury composed by a Nobel Prize winner and experts of various disciplines will award a rich endowment of prizes to winning entries sent by 31st August 1996 to the site <http://www.PirelliAward.it>. The same site shows the rules.

**PIRELLI**  
**Internet Award 1996**

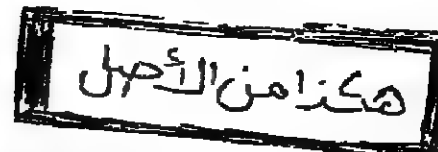
<http://www.PirelliAward.it>











# Posco moves to pre-empt challenge from Hyundai

The world's most profitable steel producer faces competition from its biggest customer, reports John Burton



Chung Mong-ko, who vowed to press ahead with \$10bn steel project

At its annual shareholders' meeting today, South Korea's Pohang Iron & Steel (Posco) will formally announce record earnings for 1995. But Posco's status as the world's most profitable steel producer could be under threat as the Hyundai industrial group, its biggest customer, seeks to build its own blast furnace.

Mr Chung Mong-ko, the new Hyundai chairman, recently vowed to press ahead with the \$10bn steel project as a new growth sector, along with aerospace, telecommunications and financial services, for Korea's second largest conglomerate.

Government officials and industry analysts worry that Hyundai's action could result in a steel production glut in Korea after 2000 and lead to a damaging price war.

One main reason for Posco's 119 per cent increase to a record net profit of Won840bn (\$1.07bn) for 1995 is that steel supply and demand was carefully balanced in Korea.

Posco, which is Korea's only integrated steel company, is operating at full capacity

since the nation's crude steel production still falls short of demand by almost 10m tonnes.

The state-controlled company is the prime source of steel for the country's expanding car, shipbuilding and electronics industries. Exports accounted for only a quarter of Posco's sales of Won8,220bn last year.

Moreover, foreign exporters normally have difficulty competing with Posco in the Korean market because transport costs and import tariffs make their products more expensive.

The balanced market conditions have helped the government establish a stable pricing policy on steel that protects Posco against cyclical downturns in the global steel industry.

"Domestic steel prices in Korea do not necessarily move directly with international prices or domestic supply and demand due to government price controls," according to Mr Park Joong-mo, of BZW Securities in Seoul.

Domestic prices for Posco steel were

above international prices in the early 1990s, although they have now fallen below export prices due to the price controls.

Nonetheless, Posco has been able to maintain healthy profit margins because of extremely efficient production. In 1992, it opened a fully automated state-of-the-art steel complex at Kwangyang in southern Korea to complement its original facility at Pohang. Much of the equipment at Kwangyang was purchased at bargain prices as Posco took advantage of a recession among European suppliers.

The Kwangyang works boast the highest labour productivity of any steel mill in the world, at 1.9 man-hours a tonne of crude steel produced compared with 3 hours a tonne at other big steel mills abroad.

BZW Securities estimates that, at \$241 a tonne, Posco's manufacturing costs for hot-rolled coil steel are 30 per cent lower than Nucor of the US, one of the world's lowest cost producers.

However, Hyundai's steel project could upset the special conditions that have

enabled Posco to report profits for the past 23 years.

Hyundai wants to include steel production in its sprawling industrial empire since it is already the country's largest steel consumer through its car and shipbuilding operations.

It wants to construct a steel mill by 1999 that would produce up to 8m tonnes annually, with 5m tonnes consumed by Hyundai subsidiaries and the remainder sold to other Korean companies or exported to Asian markets.

Hyundai predicts that there will be a domestic steel shortage of 10m tonnes after 2000, which would support sales. The government, however, believes the shortfall will amount to 5m tonnes, with the added capacity provided by Hyundai consequently resulting in excess capacity.

Posco has responded to Hyundai's challenge by trying to pre-empt it. Posco is expanding its current production capacity of 23m tonnes to 28m tonnes by 1998, which will make it the world's largest steelmaker. It is also setting up joint ven-

tures in Vietnam and China that could deprive Hyundai of potential export markets.

The state-affiliated Korea Development Institute, which supports market reforms, is urging the government to allow more competition in the steel industry, including breaking up or privatising Posco. But officials are unlikely to heed such recommendations.

Instead, the government might try to stop the Hyundai project by refusing to issue licences for property purchases, mill construction or the import of steelmaking technology.

Some analysts predict that Hyundai may decide to wait for official approval of the steel project until early 1998, when a new administration is scheduled to take office.

But Hyundai's steel project may be impractical by then, according to BZW's Mr Park. Not only would Posco have time to strengthen further its dominant position in the Korean steel industry, but Hyundai's per-tonne construction cost would be double that of Posco.

## Increased fuel costs behind 35% decline at Napocor

By Edward Luce in Manila

The National Power Corporation (Napocor), the Philippines' largest state-owned company, which is due to be privatised in the next 12 months, saw net profits tumble 35 per cent to 3.5bn pesos (\$149m) last year as a result of higher fuel prices and lower subsidies.

The company, which - with net assets valued at 150bn pesos - will be the largest privatisation in Philippine history, said the depreciation of the peso last year had increased its import bill for fuel and pushed up the cost of servicing its yen and dollar-denominated debt.

Operating income (net profits before interest and related charges) reached Napocor's target of 11.6bn pesos in 1995 while operating costs were shaved from 80 per cent to 78 per cent of net revenue.

The company, which is to issue \$300m in debt on the

international markets later this year, said that rate restructuring and the elimination of government subsidies would be completed this year in advance of the privatisation.

Napocor is the most prolific Philippine company on the international debt markets. Last year it issued a 30-year bond in Tokyo worth ¥12bn, the longest maturity bond in Philippine history.

"We are not worried about the drop in net income," said Mr Rauf Tan, chief operating officer. "Napocor is undergoing restructuring at the moment to prepare it for sell-off, and the depreciation of the peso is something we cannot control."

Mr Tan added that a gain of 1.4bn pesos from the currency's appreciation in 1994 demonstrated how exchange rate fluctuation could also inflate net profits.

Mr Guido Delgado, chief executive, said an evaluation of how to unbundle Napocor

into separate entities for privatisation next year was being led by a consortium of foreign companies including Merrill Lynch, the US investment bank, and N.M. Rothschild, which advised the UK government on power privatisation in the 1990s.

The final blueprint on the break-up of Napocor, which will conduct its IPO domestically and abroad, had not yet been drawn up, but the company was likely to be separated into generating and transmission companies.

It was not clear whether generation would be split up along sectoral or geographical lines.

"All we can say for sure is that Napocor will be sold off and Philippine power rates will move to a market driven system," Mr Delgado said. "The government also intends to use the sell-off as a device to spread and popularise share ownership."

## Board manoeuvres buffet HK aviation

News that two Citic directors have resigned from Cathay Pacific is evidence of the power game in the sector, reports John Ridding



Larry Yung, described as a heavy hitter in Beijing

In the subtle dealings between Hong Kong's biggest business groups, there is often more to events than meets the eye. Thus Wednesday's news that both the chairman and managing director of Citic Pacific, the Hong Kong arm of Beijing's main investment vehicle, are to resign their posts as non-executive directors of Cathay Pacific, suggested more significant shifts than indicated by the short accompanying statement.

Their departure marks the latest twist in the high-stakes manoeuvring over the future of aviation in Hong Kong, one of the most sensitive sectors ahead of next year's handover to Chinese sovereignty. It also raises questions about the relationship between Citic, Swire Pacific (the conglomerate that controls Cathay Pacific) and CNAC, the airline arm of China's Civil Aviation Authority, which is seeking to establish an operation in Hong Kong.

Cathay said the departure of Mr Larry Yung, chairman of Citic Pacific, and Mr Henry Fan, managing director, did not affect Citic's business ties with the airline or with Swire. "The relationship is solid at all levels," said a Cathay official, citing the replacement of Messrs Yung and Fan by two other Citic executives, the maintenance of Citic's 10 per cent stake in Cathay, and business partnerships from bottling in China to property development in Kowloon.

The tone of the joint communiqué issued by Mr Peter Sutch, Cathay chairman, and Mr Yung was warm. The Citic chief, who last year left the board of Hongkong Telecom, explained his resignation in terms of the need to concentrate more on Citic's strategic development.

But on the aviation front at least, industry observers were not so sanguine. "Larry in particular was a heavy hitter in Beijing," said one aviation consultant, referring to Mr Yung's connections and the fact that his father is China's vice-president. "He joined the Cathay board with a lot of fanfare and the move was seen as a strategic step in securing Cathay's interests with China. So this has got to be seen as a blow."

One securities analyst said that the move by Mr Yung and Mr Fan, which followed a reduction in Citic's Cathay

## Liberty Life ahead 58% on accounting changes

By Mark Ashurst in Johannesburg

Liberty Life, South Africa's largest listed life insurer, has announced a 58 per cent increase to R1,304bn (\$308m) in net taxed surplus attributable to shareholders after amending its accounts to include the surplus on its life insurance operations.

The adoption of more transparent accounting procedures boosted earnings per share by an exceptional 54.2 per cent to 498.4 cents for the year ended 31 December 1995. The dividend increased 25.5 per cent to the cash equivalent of 256 cents a share.

Mr Donny Gordon, chairman, said the 17 per cent tax on interest income on pension funds imposed in Wednesday's government budget was unlikely to bring a change in investment strategy or further forays into the equity markets. Liberty Life has a strong portfolio of tightly held South African industrial stocks.

The improved earnings reflected "an enormous appreciation in Liberty Life's strategic investments", but Mr Gordon warned the increase in net taxed surplus was "not expected to recur". He forecast greater variation in future results "because volatility will no longer be taken inside the reserves of the life fund".

Analysts welcomed the improved disclosure, which they said heralded "a change of mindset", but were surprised by the value of the surplus. "The trading p/e ratio is down to about 24, from as high as 35 in the past. We are looking at a forward p/e of less than 20 per cent," said one.

Total income for the period rose 34.3 per cent from R10.4bn to R13.9bn, due largely to a R2bn increase in unrealised investment surpluses to R3.5bn. Total assets increased by 21 per cent from R57.6bn to R69.8bn, and bonuses paid to policyholders rose to R4.3bn from R3.2bn. New business at Liberty Life and Charter Life, its wholly owned subsidiary, had reached a record R4bn during financial 1995.

Transatlantic Holdings, the international properties group with a UK capital base of £1.7bn (\$2.58bn), had disposed of its 50 per cent interest in Sun Life for \$237m, and had been renamed Liberty International Holdings and had expanded operations to include financial services.



## LIBERTY LIFE ASSOCIATION OF AFRICA LIMITED

(Registration number 57/02786/06)  
(Incorporated in the Republic of South Africa)

### AUDITED PRELIMINARY RESULTS FOR THE YEAR ENDED 31 DECEMBER 1995

#### A. Summarised Group income statement

	Note	1995 Rm	1994 Rm	1994 Rm	% change
Net premium income and annuity considerations		1,285.1	6,492.7	5,233.3	
Net income from investments		396.4	3,964.1	3,644.2	
Unrealised investment surpluses attributable to policyholders' interests		59.3	3,488.9	1,479.9	
Total income		1,740.8	13,905.7	10,357.4	+34.3
Claims and policyholders' benefits paid		1,241.5	4,978.5	3,730.7	
Commissions		601.7	552.1	552.1	
Management expenses		453.9	389.8	389.8	
Taxation		390.7	390.7	223.4	
Total outgo		2,687.8	5,922.3	4,936.0	+32.4
Excess of income over outgo Transferred to life funds to provide for policyholders' benefits		853.0	8,667.9	5,961.4	
Net taxed surplus attributable to shareholders of Liberty Life	2 & 3	853.0	1,204.1	761.8	+58.1
Number of ordinary shares in issue (000's)		264,028	264,028	238,126	
Number of ordinary shares on which net taxed surplus per share is based (000's)		261,605	261,605	235,569	
			(Cents)	(Cents)	
Net taxed surplus per ordinary share	2 & 3	498.4	498.4	323.3	+54.2
Dividends per ordinary share, cash equivalent					
- Interim (paid 4 October 1995)		136.0	136.0	96.0	+20.8
- Final (payable 3 April 1996)		140.0	140.0	108.0	+29.6
Total dividends		256.0	256.0	204.0	+25.5

#### C. Statement of total consolidated surplus attributable to shareholders of Liberty Life Association of Africa Limited for the year ended 31 December 1995

	1995 Rm	1994 Rm
Net taxed surplus for the year per income statement	1,204.1	761.8
Surpluses on shareholders' investments reflected in "investment revaluation and other reserves"		
- Realised	173.2	61.4
- Unrealised	2,197.5	23.9
Total consolidated surplus attributable to shareholders of Liberty Life for the year	3,574.8	847.1

#### E. Notes

##### 1. Restatement of comparative figures

In terms of international accounting standards adopted in 1993 by The South African Institute of Chartered Accountants relating to interests in joint ventures, Liberty Life previously proportionately consolidated the 50% shareholding in the Sun Life Group. Liberty Life's London listed subsidiary, Transatlantic Holdings PLC disposed of its 50% interest in Sun Life Holdings PLC, which disposal was completed on 31 August 1995. Accordingly, the annual financial statements at 31 December 1994 have been restated to account for the interest in the Sun Life Group as an associated company in order to facilitate comparability. The restatement has no effect on the interests of shareholders of Liberty Life or the net taxed surplus as reflected in the 1994 annual financial statements.

##### 2. Net taxed surplus attributable to shareholders of Liberty Life

In terms of generally accepted accounting practice, Liberty Life equity accounts the earnings of its associated companies, being those companies in which an investment of not less than 20% of the equity share capital is held for the long term and over whose commercial and financial policies Liberty Life exercises significant influence.

Net taxed surplus attributable to shareholders of Liberty Life and net taxed surplus per ordinary share are reflected, in terms of generally accepted accounting practice based on the underlying net taxed surplus which includes equity accounted earnings of associated companies attributable to shareholders.

##### 3. Additional shareholders' surplus emerging from life insurance operations and future dividend policy

In accordance with international trends to greater clarity and transparency in financial reporting for life insurance companies which impacts on Liberty Life's traditionally conservative accounting policies the net taxed surplus attributable to shareholders of Liberty Life for 1995 of R1,204.1 million has been restated at a level 58% higher than the previous year which will constitute a new base for future years. This percentage increase in net taxed surplus is not expected to recur in future years. It is likely that greater volatility in earnings will result from the new standards adopted in 1995. The increased level of surplus emerging from life insurance operations for 1995 as compared with previous years is also in response to the changed circumstances occasioned by the more realistic, though still prudent, standards of the Financial Soundness Valuation.

Liberty Life's dividend policy will in future be linked to medium-term trends as opposed to the surplus emerging in any particular year and should not be unduly affected by any exceptional volatility in the disclosed level of earnings in any one year. The new standard will however imply a higher dividend cover than previously prevailed although this by implication will not necessarily be a constant ratio. It is not expected that the underlying growth pattern of Liberty Life's dividend distributions in the past will be unduly affected by the new accounting basis.

##### 4. Life fund transfer

In compliance with the 1995 amendments to the Act of the South African Institute of Chartered Accountants governing the Financial Soundness Valuation, all bonus stabilisation reserves are now included in the life funds with actuarial liabilities under unamortised policies.

The Financial Soundness Valuation, which was adopted for the first time in the financial statements of the Liberty Life Group at 31 December 1994, revealed additional actuarial surpluses of which R1,289.5 million was attributable to shareholders. This represents shareholders' owned surpluses in prior years which did not emerge in those years due to

#### B. Summarised Group balance sheet

Note	1995 Rm	1994 Rm	1994 Rm
Share capital and share premium	2,176.1	1,720.8	
Investment revaluation and other reserves	8,121.4	5,507.6	
Retained surplus	2,269.7	679.7	
Interests of shareholders of Liberty Life	10,567.2	7,908.1	
Interests of minority shareholders in subsidiaries	1,286.5	7,299.4	6,895.4
Total shareholders' capital and reserves employed	11,853.7	14,803.5	
Bonds convertible into Group equity capital	5	1,916.5	2,018.6
Total capital resources	13,770.2	16,822.1	
Other long-term liabilities	3,877.6	2,411.9	
Life funds	61,565.9	35,959.6	
— Actuarial liabilities under unamortised policies	4	38,161.9	32,022.3
— Contingency and other reserves		3,404.0	3,937.3
	67,226.6	55,193.6	
<i>Represented by</i>			
Investments	63,540.5	53,184.6	
Government, municipal and utility stocks	13,026.7	9,987.8	
Debentures, mortgages and loans	1,039.8	999.9	
Properties	15,579.0	12,079.6	
Shares, mutual fund units and interests in associated companies	38,872.9	29,013.1	
Deposits and money market securities	322.1	1,104.2	
Fixed assets	189.3	115.4	
Cash resources	4,002.2	2,528.7	
Other current assets	2,144.9	1,780.6	
Total assets	69,846.9	57,409.3	
Current liabilities	2,628.3	2,415.7	
	67,226.6	55,193.6	

#### D. Total shareholders' capital and reserves employed at 31 December 1995

	Note	1995 Rm	1994 Rm
Interests of shareholders of Liberty Life at 1 January		7 908.1	7 184.1
Total consolidated surplus attributable to shareholders for the year		3 574.8	847.1
Dividends for the year (cash equivalent)		(622.6)	(483.2)
Release of prior year's surplus from life fund reserves resulting from change in actuarial valuation basis	4	1 249.5	-
Subscription for shares in respect of conversion of convertible bonds, capitalisation share awards and staff share incentive schemes		488.3	360.1
Interests of shareholders of Liberty Life at 31 December		12 567.2	7 908.1
Interests of minority shareholders in subsidiaries		7 299.4	6 895.4
Total shareholders' capital and reserves employed at 31 December		19 866.6	14 803.5

\*Converted at the rate of exchange at 31 December 1995 UK£1 = R5.67

the restrictive valuation basis which previously applied, being the prescribed valuation basis in terms of the Insurance Act. The additional surplus has now been validated in the Financial Soundness Valuation at 31 December 1995 and has accordingly been transferred from the life fund reserves attributable to shareholders to retained surplus.

The contingency and other reserves of R3,404.0 million are unallocated reserves held in the life funds in support of the life insurance operations. These reserves have effectively been strengthened by R716.3 million in 1995 after accounting for the transfer of R1,249.5 million from the life fund reserves to retained surplus referred to above. The increase in the life fund reserves in 1995 emanates from revaluation of investments and other life fund movements.

##### 5. Bonds convertible into Group equity capital

Convertible bonds comprise the funds raised in 1994 pursuant to the capital raising transactions undertaken by Liberty International BV, a wholly-owned subsidiary of Liberty Life and by Transatlantic Holdings. During the year ended 31 December 1995 convertible bonds issued by Liberty International totalling \$17.8 million were converted into 772,960 ordinary shares in Liberty Life at a total issue price of R45.6 million.

The balance of the convertible bonds under repurchased and cancelled are expected ultimately to be converted into ordinary shares of Liberty Life and Transatlantic Holdings respectively, thereby increasing the total shareholders' capital and reserves of The Liberty Life Group which include minority shareholders' interests relating to Transatlantic Holdings.

##### 6. Group Chairman's Statement

Further details of the activities of Liberty Life and its subsidiaries are contained in the Liberty Life Group Chairman's statement for 1995 which is being issued simultaneously with this announcement.

##### 7. Capitalisation share award and right of election to receive a final cash dividend of 240 cents per share

As previously announced in February 1996 the directors have awarded capitalisation shares to ordinary shareholders of Liberty Life who were registered in the books of the company at the close of business on Friday, 23 February 1996. Shareholders are entitled, and will be given the opportunity, to decline the award of capitalisation shares in respect of all or any part of their shareholding and instead may elect to receive a final cash dividend in respect of the year ended 31 December 1995 of 140 cents per ordinary share.

The number of capitalisation shares to which shareholders are entitled will be determined by the ratio that 140 cents multiplied by 1.05 bears to the closing price of the company's ordinary shares on the Johannesburg Stock Exchange at the close of business on 22 March 1996 averaged with the closing prices on the three business days prior to that date ("the averaged closing price"). Accordingly shareholders who are in receipt of capitalisation shares will, based on the averaged closing price, enjoy an advantage of approximately 5% over the cash dividend.

Documentation dealing with the capitalisation share award and a final cash dividend election was posted to shareholders on Thursday, 29 February 1996. In order to be valid, completed election forms will need to be received by the company's transfer secretaries, by no later than Friday, 22 March 1996. However, if the form of election is received by not later than Friday, 29 March 1996 and the envelope is postmarked 22 March 1996 or a date earlier than that date the Company will accept such form of election. Should such election not be timely received, Liberty Life will automatically issue capitalisation shares to all relevant shareholders concerned.

#### On behalf of the board

D Gordon (Chairman)  
A Romanias (Managing director)  
Johannesburg  
14 March 1996

#### South African transfer secretaries

Mercantile Registrars Limited  
6th Floor, 94 President Street  
Johannesburg, 2001  
PO Box 1053  
Johannesburg, 2000

#### United Kingdom transfer secretaries

Barclays Registrars  
Bourne House  
34 Beckenham Road  
Beckenham  
Kent BR3 4TU

INCE



## INTERNATIONAL COMPANIES AND FINANCE

## AMERICAS NEWS DIGEST

## AT&amp;T's WorldNet service goes live

AT&T's new Internet access service, WorldNet, went live yesterday, with more than 212,000 customers signed up, lifting it to the top ranks of the world's largest direct access Internet services.

AT&T said it had received orders for the service at a rate of one every four seconds since it announced WorldNet at the end of February. The telecommunications company is offering 12 months free service to its 90m US telephone customers if they sign up before the end of this year. AT&T is sending software to new customers in phases, to ensure the system does not get overloaded. "We're adding customers as fast as we can while preserving quality of service," said Mr Tom Evers, vice-president of AT&T WorldNet.

AT&T said last week that WorldNet customers would be able to access America Online, the leading online information service, at reduced cost.

Louise Kehoe, San Francisco

## Chilean oil company ahead

Empresa Nacional del Petróleo (Enap), Chile's state oil company, lifted net profits from \$101.2m in 1994 to \$116.8m last year. The profits included \$43m from the central division, also known as Enap, which operates wells in the far southern Straits of Magellan.

Profits of the Petrox refinery unit were \$31.2m, while the international unit Spetrol posted earnings of \$34.6m. Enap's two other divisions' earnings totalled \$18m.

The company produced 1.3m cu m of crude oil last year, of which 695,000 cu m came from its Magallanes division.

Spetrol, which also operates in Argentina, produced 707,000 cu m of crude oil in 1995.

Reuters, Santiago

## Slow going for Apple Computer

Apple Computer is unlikely to match 1995's profit in the coming year, according to Mr Gilbert Amelio, chief executive and chairman.

At a news conference, Mr Amelio said "We aren't likely to do as well this year as in the last [year]."

Apple earlier reported a \$68m net loss in the first quarter of 1996 and has predicted a lower profit in the second quarter.

AFX News, Hannover

## Corimon share trade halted

Venezuela's National Shares Commission (CNV) again suspended trading of troubled paints and packaging company Corimon on local stock exchanges for a further 30 days, according to a copy of Official Gazette.

The CNV said the stock was suspended again because the company failed to present comparable financial accounts for the last quarter of 1995 and for failing to meet its commitments to commercial paper holders. The CNV first suspended Corimon shares for 30 days on February 13.

The company recently announced losses of 34.7bn bolivars (\$11.8m) for the nine months ended December 31, 1995, against a 741m bolivar loss for the corresponding period in 1994.

Reuters, Caracas

## Phelps Dodge in Peruvian deal

Peruvian mining firm Cia Minera Milpo has signed an agreement with US-based Phelps Dodge to develop its Cerro Lindo copper deposit in southern Peru.

Phelps Dodge, the largest copper producer in the US, and Milpo also are partners in the exploration of the Chapi copper project in the southern Andes. Milpo produces mostly lead and zinc at its underground mine in the central Andes and owns the mining rights to thousands of hectares across Peru. Its shares are considered a blue chip on the Lima exchange.

Reuters, Lima

## General Mills earnings soar

General Mills, the US food group, bounced back from its restructuring a year earlier with a big increase in third-quarter net profits from \$20.2m to \$116.3m, leaving aside discontinued restaurant operations. Sales from continuing operations rose from \$1.22bn to \$1.31bn.

Mr Steven Sanger, chairman and chief executive, said the results were driven by strong performances across the US domestic businesses, including 6 per cent volume growth, strong profit gains by Big G cereals, Betty Crocker mixes and Gold Medal, and a profit recovery in snacks. Outside the US, General Mills had volume growth of 8 per cent.

Richard Tomkins, New York

## PepsiCo in advertising record

PepsiCo, the US soft drink manufacturer, is to spend almost \$2m (\$3.05m) making a TV advertisement to launch new look blue cans for its Pepsi, Diet Pepsi and Pepsi Max drinks, according to Marketing, the UK trade magazine. The report claims the ad, for a campaign which will run internationally, sets a record for spending on a single commercial.

Diane Summers, Marketing Correspondent

## Seagram registers fourth-quarter decline

By Tony Jackson  
in New York

Seagram, the drinks and entertainment group, saw an 8 per cent drop in operating profits to \$234m in the fourth quarter, in spite of a 5 per cent rise in revenues to \$3.7bn. It also warned of lower cash flow in the period to end-June this year.

In the latest quarter, comparisons were affected by the acquisitions of MCA, the film and music group, and Dole fruit juice.

On a like-for-like basis, MCA's cash flow was down 18 per cent at \$133m. Seagram

said this was due to an exceptionally strong performance in music in the previous year, and to heavy investment in contracts with new artists and joint ventures.

The downturn in music was partly offset by strong results in films. Recent releases from MCA include *Apollo 13*, *Casper* and *Babe*. *Waterworld*, the enormously expensive epic being completed at the time of the MCA purchase, had done well at the box office, Seagram said, while the cost over-run had been written off in the previous quarter.

The wines and spirits business suffered a 16 per cent drop

in cash flow to \$223m, on sales down 6 per cent at \$1.8bn. This was due to continued poor trading in Europe, particularly Germany, Spain and Portugal, partly offset by strong results from Asia-Pacific.

Mr Robert Matschullat, chief financial officer, said: "Europe was weak in wines and spirits all year, but I don't think anybody knew just how weak it was going to be. We do expect results to get better now."

"The fourth quarter was the bottom, though, we don't know exactly when it'll come back or how strongly."

In fruit juices and mixers, cash flow was up 40 per cent at

\$56m on sales up 32 per cent at \$515m.

Besides the effect of the Dole acquisition, there was a 22 per cent increase in sales of Tropicana fruit juice.

There had been heavy investment in expanding the business outside the US, which was expected to pay off in the current year.

Seagram is to change its year end from end-January to end-June. It warned that cash flow on a like-for-like basis was likely to be down in the five-month period, as a result of continued tough trading in European drinks and further heavy investment in MCA.

Mr Matschullat said that for the full year starting in June, the wines and spirits division would produce improved results due to the restructuring programme announced last November at a cost of \$290m.

Seagram plans to cut about 140 jobs out of a total of 1,400 in its champagne, cognac and distribution businesses in France, according to unions, reports AFX News in Paris.

Some 80 jobs will be lost at its Mumm and Perrier-Jouet champagne units, about 65 at Martell cognac and 15 at its Seagram France distribution unit by 1998, the sources said.

## Profits slip at Dayton Hudson

By Richard Tomkins  
in New York

Dayton Hudson, the fourth-biggest US retailer, joined other US store groups in reporting a poor fourth quarter with net profits slipping from \$278m to \$228m.

However, it said cost-cutting and better gross margins should help it towards "significantly higher" profits this year.

The company's forecast added to a ripple of cautious optimism in the stock market about the prospects of a retailing recovery. Dayton Hudson shares rose 2 1/2% to \$82 1/2 in early trading. Wal-Mart Stores improved 1 1/2% to \$23 1/2, and Kmart shares were up 1/2% to \$9 1/2.

Dayton Hudson has 670 Target discount warehouses, 295 Mervyn's stores and 64 traditional department stores. Its Target chain competes with the Wal-Mart and Kmart discount warehouses.

The retailer's full-year profits fell from \$434m to \$311m in what Mr Bob Ulrich, chairman and chief executive, described as "a difficult year". All three of the company's store chains were hit.

Mr Ulrich said the current year would show an improvement because the company had identified cost savings worth \$170m.

## Buy-back plan gives Monsanto shares a fillip

By Maggie Urry  
in New York

Shares in Monsanto, the US chemicals group, jumped yesterday as the company announced a series of moves intended to improve shareholder value.

In morning trading the share price rose 7 1/2%, or 5 per cent, to \$152 1/2.

It said it would resume a share buy-back plan and aimed to buy up to 5m shares. That would reduce the number of shares in issue by 7 per cent, and at yesterday's share price would cost more than \$1.2bn.

The group, which has been shifting towards being an agri-

cultural biotechnology company under a new management team, will ask shareholders to authorise the issue of up to 850m shares, compared with the current 118m outstanding.

This would allow Monsanto "to react quickly to opportunities", the group said, or to permit a large stock split which would reduce the heavy share price.

Further, the company revamped its compensation and stock option schemes to increase incentives across the company.

Senior management would be given stock options which could only be triggered at increasing share prices, with

targets tentatively set at \$150, \$175, \$200 and \$225, with 80 per cent of the options tied to the three higher prices.

Senior managers would also be encouraged to borrow from the company to buy "a substantial amount of stock", the group said.

They would only benefit if the company performed better than the average of the S&P Industrials over the next four years.

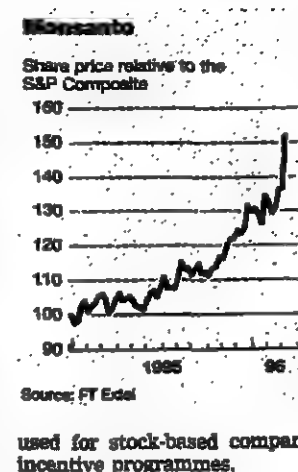
Mr Robert Shapiro, chairman and chief executive, said this would mean managers "putting a significant sum of personal money on the line alongside the substantial investment share owners have made".

They would share in the downside risk as well as any gains in the share price.

Options would also be granted to 27,000 employees who do not have them at present.

A new system of measuring the group's financial performance was also being introduced, with the intention that decisions would be taken with the focus of increasing share owner wealth.

Seas, Roebuck, the US retailer, said it would buy back up to 10m shares, or about 2.6 per cent of its outstanding common stock, over the next two years, Reuters reports from Illinois. The shares would be



## Travelers broadens its horizons in financial services

Sandy Weill, who seems to relish his role as the outsider in US finance, talks to Richard Waters

The lunchtime bustle makes the precincts of Smith Barney feel more like a railway station than a stockbroking firm. Step outside, into the decaying streets of this unfashionable corner of New York's Tribeca district, and it feels even less like the home of one of the most powerful financial businesses in the US. The twin towers of the World Trade Center loom some distance away, above the crumbling facades of old warehouses and low-rise tenements.

Mr Sandy Weill, whose Travelers group owns Smith Barney, seems to relish his role as the outsider in US finance. A decade after quitting as president of American Express, he has built, from scratch, a financial group whose \$22bn market value now equals that of his former employer.

Rejected by the conservative east coast establishment types who once ran American Express, Mr Weill has used savvy deal-making skills and a prodigious drive to create a financial empire of his own.

With a nod to Smith Barney's marketing slogan, he points to a culture at the broking firm that seems in tune with his own values. "They're doing it the old fashioned way - they're earning it."

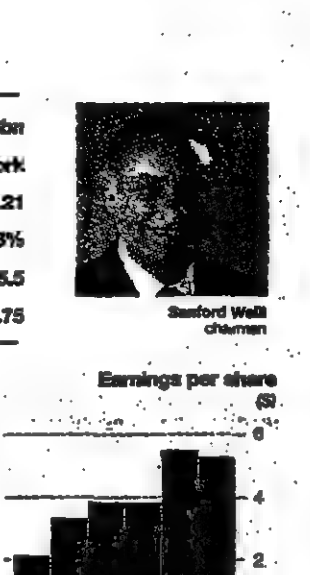
Mr Weill's successes - and the stresses of building what has become one of the broadest financial services groups in the US - have been amply illustrated by the events of recent weeks.

First came an agreement to buy the property/casualty insurance operations of Aetna for \$4bn.

Like the 1993 agreement to take over the Travelers insurance company, from which the group now takes its name, this was an opportunistic purchase of a weakened insurance business. Alongside GE Capital and CNA, Travelers has become one of a handful of buyers of insurance companies who have imported management techniques learnt in other branches of the financial world to this famously insular industry.

When discussing the Aetna deal, Mr Weill almost allows himself to gloat. "There are very few industries that you can buy into at book value, which is what we paid," he says.

That has been followed, though, by a setback: the partial unravelling of the investment banking division being created at Smith Barney, including the departure of Mr Robert Greenhill, the former Morgan Stanley banker who had become the broker's chief executive.



But the underwriting and M&A deals have not followed, and internal wrangling has led to several high-level departures, including that of Mr Greenhill.

When asked about the upheaval, Mr Weill chooses his words with care. "It's an interesting business to manage," he says, adding: "Sometimes these things go in fits and starts. It takes time to work things out within the constraints of how you can manage it."

Many analysts who have followed Mr Weill's career believe he will succeed in the end. With his powerful network for distributing securities, Smith Barney remains a strong contender.

Mr Weill's management team also has a better track record of managing disparate financial services businesses than many others before it, including giants like American Express and Prudential. Smith Barney's return on capital last year, at nearly 35 per cent,

exceeded that of Merrill Lynch. And, while accounting changes and a reorganisation make it difficult to compare the results of the Travelers insurance business with what they were before the 1993 takeover, it is at least clear that insurance profits jumped more than 30 per cent last year.

Travelers is now trying its hand at another skill that broad-based financial services groups have proved notoriously slow to master in the past - cross-selling different products to its customers.

Most of its success in this area so far has come through PFS, the network of almost 100,000 agents created to sell the term life policies of the old Primerica group. Last year, PFS agents sold \$1.8bn of mutual funds (though not all of those were run by Smith Barney funds) and by the year end accounted for \$1.8bn of the second mortgage loans made by Commercial Credit, Travelers' consumer finance unit.

Over the past year, the PFS agents have also started selling home-owner's insurance policies designed by Travelers.

The next step is an attempt to sell a wider range of products through Travelers' other big sales force, at Smith Barney. So far, that has centred around a variable annuity designed by Travelers, and which raised \$1bn in December alone.

"That's a rate of two and a half times what they [Travelers] were selling through their

independent agents, and it's just starting," Mr Weill adds.

The Travelers chairman says his attempt to build a diverse financial services group has little in common with the "financial supermarket" idea popular a decade ago. That held that consumers of financial products, like those of groceries, would one day shop for all their loans, insurance policies and investments in one place.

The notion of a supermarket, with its low profit margins and loss-leaders, is one that Mr Weill scorns. Rather, he says, each part of Travelers' business has to justify itself on its own terms. A record of selling marginal businesses and scrapping unprofitable product lines has helped convince Wall Street that he is prepared to act on this promise.

So far, Travelers' growth has been purely domestic - though failed attempts early last year to buy Barings and to take a big stake in S.G. Warburg point to growing ambitions abroad.

According to Mr Weill, the aim was to add an international dimension to the range of investment products available to customers in the US.

Despite the failure to pull off these deals, Travelers has plenty of momentum behind it, says Mr Samuel Liss, an analyst at CS First Boston. "There's so much going on with the integration of their domestic products, and the property/casualty business, they already have their next challenge," he says.



## City of Copenhagen

DM 100,000,000  
6 1/8% Bonds due 2006

Dai-ichi Kangyo Bank (Deutschland) AG

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YAMAICHI BANK (Deutschland) GmbH

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BSL Bank  
Deutsche Städtische und Landesbank

Sal. Oppenheim Jr. & Cie.  
Kommersialgesellschaft auf Aktien

Stadtsparkasse Köln

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Kommersialgesellschaft auf Aktien

## BANQUE PARIBAS

US\$200,000,000  
Undated floating rate  
securities

In accordance with the provisions of the securities, notice is hereby given that for the three month interest period from 15 March 1996 to 17 June 1996 the securities will carry an interest rate of 3.75% per annum. Interest due on 17 June 1996 will amount to US\$15.01 per US\$1,000 security.

Agent: Morgan Guaranty Trust Company

## JPMorgan

## BANQUE PARIBAS

US\$400,000,000  
Undated subordinated  
floating rate securities

In accordance with the provisions of the securities, notice is hereby given that for the three month interest period from 15 March 1996 to 17 June 1996 the securities will carry an interest rate of 5.625% per annum. Interest payable on 17 June 1996 will amount to US\$14.29 per US\$1,000 security will amount to US\$14.68.

Agent: Morgan Guaranty Trust Company

## JPMorgan

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## Fulmar plc

(Incorporated and registered in England and Wales - 1031732)

## Placing

of  
11,217,467 Ordinary Shares of 5p each  
by  
UBS Limited  
at 15p per Ordinary Share

Share Capital following the Placing

Number	Amount	Number	Amount
40,000,000	£2,000,000	Issued and fully paid	
		Ordinary Shares of 5p each	31,525,518
			£1,576,275

Application has been made to the London Stock Exchange for the whole of the ordinary share capital of Fulmar plc issued and now being issued to be admitted to the Official List. It is expected that admission will become effective and that dealings in Ordinary Shares will commence on 21st March, 1996.

Copies of the listing particulars relating to Fulmar plc may be obtained during usual business hours on any weekday (Saturday and public holidays excepted) until 18th March, 1996 from the Company Announcements Office at the London Stock Exchange, London Stock Exchange Tower, Capel Court Entrance, Off Bartholomew Lane, London EC2N 1HP (for collection only) and until 28th March, 1996 from:

UBS Limited  
100 Liverpool Street  
London EC2M 2RH

Fulmar plc  
The Orion Centre  
108 Beedington Lane  
Gordon  
Surrey CR0 4TT

15th March 1995

## APPOINTMENTS

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday.

For further information please call:  
Andrew Fitzgerald on +44 (0)21 272 3434  
Toby Fletcher on +44 (0)21 272 3435

## CITICORP

DM300,000,000

Floating Rate Notes Due December 1999 (the "Notes")

Notice is hereby given that the Rate of Interest for the Interest Period March 15, 1996 to June 17, 1996 has been fixed at 3.61719% and that the interest payable on the relevant Interest Payment Date June 17, 1996, against Coupon No. 6 will be DM9.44 in respect of DM1,000 nominal of the Notes and will be DM9.40 in respect of DM10,000 nominal of the Notes.

March 15, 1996, London  
By: Citicorp, N.A. (Issuer Services), Agent Bank

## CITIBANK



## Lehn & Fink acquisition buoys Reckitt

By Roderick Oram,  
Consumer Industries Editor

Reckitt & Colman appears poised for double-digit growth in earnings per share following the successful integration of Lehn & Fink, the US household products maker it bought last year. Buying L&F brought "substance and credibility to our goal of being the world's leading supplier of household products," said Mr Alan Dalby, chairman.

Encouraged by strong 1995 results reported yesterday, management comments on strategy and signals of steady dividend growth, the shares closed up 34p at 655p.

Reckitt's top three priorities were to build on its enhanced US presence, invest in emerging markets and change the

company from a collection of local businesses to an international one, stated Mr Vernon Sankey, chief executive.

It was wrong to compare Reckitt with Unilever or Procter & Gamble, he said. They competed in mass-market areas of household products such as detergents, whereas Reckitt was in higher margin niches such as specialised cleaners. Thus, Reckitt had the scale and resources to build its global business.

The first benefits from L&F showed through in the rise in pre-tax profits to \$417.8m (\$540m), against \$180.5m. However, 1995 figures included an exceptional profit of \$139.7m on the disposal of the group's food business in the UK, partially offset by the sale of some US brands. In 1994 there were



Vernon Sankey: group poised for double-digit earnings growth

exceptional credits of £28m but £139m of reorganisation costs. European operating profits were £113.2m (£101.9m) giving a trading margin of 14.5 per cent (14.2 per cent).

North American profits nearly doubled to \$101.5m (\$57.2m) giving a margin of 13.2 per cent (11.6 per cent). Despite the distractions of merging

L&F with Reckitt's existing North American business, sales of L&F brands rose 10 per cent.

Profits in Australasia and Asia rose to \$54.1m (\$50.5m) but fell in Africa to \$30.5m (£21.3m). Latin America fell to \$49.8m (\$54.1m) resulting from severe economic setbacks in Mexico and Argentina.

## GEC close to signing Simpson from Lucas

By Bernard Gray and Tim Bart

The General Electric Company is close to signing Mr George Simpson, the chief executive of Lucas, as its new chief executive to replace Lord Weinstock who is retiring later this year. Final details of the contract remain to be agreed, and the uncertainty places Lucas, the engineering company, in an embarrassing position over whether to make an announcement about the likely change

before it presents its interim results next Tuesday.

Neither GEC nor Lucas had planned to make a statement until April, when all of the contract terms would have been resolved.

Sir Brian Pearce, Lucas's chairman, and Lord Prior, GEC chairman, have been in intensive negotiations in the past few days to try to resolve the outstanding issues. Yet agreement is thought unlikely before Tuesday.

## Rexam disposals raise £31m

Rexam has sold three non-core businesses for a total of more than £31m (£47m), but the printing and packaging group played down the significance of the disposals, describing them as a "tidying up of peripheral businesses".

The largest of the three deals involves Opex, a subsidiary which manufactures lottery tickets and promotional games internationally. Rexam said it had signed a letter of intent to sell Opex to Scientific Games Holdings, a US lottery ticket maker, for £15.5m.

Separately, Rexam said it had completed the sale of its UK subsidiary Victor to MA Hanna UK for £11.6m and its US unit Rexam Performance Products to Lamtec Corporation for \$6.5m.

## Legal & General advances 61% and looks to develop banking services

By Allison Smith,  
Investment Correspondent

Legal & General, the life assurance group, is looking to develop its banking services, probably later this year. Mr David Prosser, chief executive, said yesterday the group was looking seriously at deposit-taking, although it was not interested in going into retail banking.

L&G also announced a 61 per cent rise in pre-tax profits to £271.3m (£415m) largely thanks to a much stronger investment performance in 1995. On the basis of smoothed investment returns, its pre-tax

profit would have been about £240m in 1995, against £228m in 1994.

The group's Fairmount subsidiary already holds a banking licence, but Mr Prosser said that it had not yet been decided whether to re-brand Fairmount to provide L&G deposit accounts, or to seek a second licence from the Bank of England. Offering a deposit account, which could be used to hold policies that had matured, would be a "natural" and "complementary" extension to the product range.

The UK life and pensions business contributed £181.5m (£131.1m) to group pre-tax profits, partly reflecting the special bonus

to UK with-profits policyholders. This bonus, which totals £163m and amounts to 37 per cent of the normal annual bonus for 1995, followed the agreement reached with the Department of Trade and Industry last November on restructuring the long-term life funds. It led to a contribution of £18m in the total £121.5m net transfer from the fund to the profit and loss account.

The group's general insurance profit grew to £42.2m (£30.6m) as a recovery in the investment markets more than offset \$38m in claims for subsidence and the December freeze across its household and commercial property books.

### RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends Corresponding dividend	Time for year	Total last year
Reckitt & Colman	Yr to Dec 31	341 (365)	1.52 (1.38)	4.82 (4.85)	June 7	3.5	6.8	6
British Midland	Yr to Dec 31	75.1 (85)	5.26 (4.08)	23 (18)	May 20	7.6	9	9
BT	Yr to Dec 31	46.1 (46.5)	2.31 (2.12)	11.54 (15.47)	June 3	0.3	18.075	14.92
BT	Yr to Dec 31	9,776 (9,444)	1,503 (1,412)	281 (24.5)	July 1	5	7,725	8,375
Castle Vynell	Yr to Dec 31	2,459 (2,580)	162.5 (105.1)	15.7 (7.8)	June 7	1.1	2	1.5
Castle Vynell	Yr to Dec 31	33.7 (18.9)	2.38 (0)	2.52 (1.51)	June 7	3	9	9
David Service	Yr to Dec 31	342.9 (322.2)	24.1 (25.4)	15.23 (18.38)	June 10	8.83	9.35	8.5
Electrophysics	6 mths to Dec 31	- (-)	1.38 (0.02)	2.45 (-)	-	-	-	-
Enson	Yr to Dec 31	165.5 (143.1)	8.34 (5.4)	0.9 (0.1)	May 22	0.1	0.2	0.1
Enson	Yr to Dec 31	782.9 (813.3)	101.6 (74.4)	18.3 (11.7)	June 5	9.8	16	16
Enson	Yr to Dec 31	207.6 (234.4)	18.34 (43.3)	8.3 (18.3)	May 31	3	9	9
Enson	Yr to Dec 31	4.15 (3.1)	0.415 (0.407)	11 (11)	May 6	-	2.6	0
Enson	6 mths to Dec 31	3.22 (4.15)	0.576 (0.322)	8.3 (1.9)	-	2.4	-	5.1
Enson	Yr to Dec 31	116.6 (108.1)	1.25 (1.18)	3.4 (18.2)	June 3	14.75	24.4	21.7
Enson	Yr to Dec 31	2,314 (2,140)	271.3 (188.1)	39.72 (22.58)	Apr 26	1.75	1	1.5
Enson	6 mths to Dec 31	128.9 (113.6)	9.04 (7.22)	8.8 (7.8)	Apr 17	1	2	1.5
Enson	Yr to Dec 31	202.3 (137.5)	7.13 (4.58)	2.52 (3.45)	May 17	-	-	-
Enson	Yr to Dec 31	77.3 (88.9)	0.54 (0.72)	43.6 (32)	May 18	2.5	4	3.5
Enson	Yr to Dec 31	512 (482.9)	106.7 (98.3)	19.8 (35.2)	May 14	2.8	4.8	4.7
Enson	Yr to Dec 31	34.6 (30)	4.61 (4.3)	16.5 (17.8)	May 10	1.25	1.5	2
Enson	Yr to Dec 31	110 (121.3)	0.522 (0.216)	4 (7.2)	July 1	9.8	9.8	15.3
Enson	Yr to Dec 31	2,383 (2,079)	417.8 (100.2)	76.8 (21.3)	Apr 27	6.25	8.5	4.25
Enson	6 mths to Dec 31	28.4 (30.8)	3.3 (3)	4.2 (3.82)	May 7	1.79	-	-
Enson	Yr to Dec 31	43.2 (43.8)	5.7 (7.51)	7.97 (8.52)	May 24	6	4.1	4
Enson	Yr to Dec 31	158.8 (137.5)	10.44 (11.49)	5.3 (6.5)	July 1	1.2	1.5	1.2
Enson	6 mths to Dec 31	5.47 (5.8)	2.72 (2.78)	29.4 (32)	July 1	1.5	-	-
Enson	Yr to Dec 31	3,436 (3,430)	100.6 (131.8)	23.6 (16.3)	Apr 26	8.1	9.5	7.8
Enson	Yr to Dec 31	208.4 (179.9)	23.7 (20.1)	23.8 (20.3)	Apr 27	6.25	8.5	4.25
Enson	6 mths to Dec 31	4.36 (4.36)	0.436 (0.279)	18.18 (10.24)	May 17	0.75	1.8	1.5
Enson	Yr to Dec 31	28.2 (28.7)	0.517 (0.537)	4.32 (4.7)	0.85	-	-	-
Investment Trusts	NAV (p)	Attributable Earnings (£m)	EPS (p)	Current dividend (p)	Date of payment	Corresponding dividend	Total for year	Total last year
ICM Investment	6 mths to Jan 31	112.7 (102)	1.1 (0.729)	5.48 (3.85)	May 13	0.425	-	-
ICM Investment	Yr to Dec 31	122 (115)	0.128 (0.06)	0.73 (0.49)	Apr 1	1.15	-	0.425
ICM Investment	9 mths to Jan 31	113.29 (95.7)	1.09 (1.04)	3.26 (3.21)	Apr 1	1.15	-	0.425
ICM Investment	6 mths to Dec 31	73.5 (67.1)	0.194 (0.425)	0.85 (1.41)	Apr 19	1.2	-	2.8

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. \*Comparatives for 15 months. \*After exceptional charge. \*After exceptional credit. \*10n increased capital. \*Includes Foreign Income Dividend element. \*Comparatives cover 48 weeks to November 7 1994. \*Post tax. \*Total premiums. \*Comparative retained. \*All income. \*48m stock. \*Third interim; makes 3.45p to date.

### DIGEST

## Volume slowdown behind fall at Exco

The slowdown last year in trading volumes on world financial markets took its toll on Exco. Pre-tax profits at the moneybroking group plummeted from \$43.5m to \$18.3m (\$38m) in 1995. Profits took in exceptional charges of \$4.9m following a restructuring which saw staff numbers, excluding hirings, drop from 1,900 to 1,500.

The shares rose 10p to 117p after the stock market responded positively to comments on the state of trading this year, which Exco said mirrored conditions in the first half of 1996, when volumes were relatively buoyant.

Patrick Harverson

## Yorks Food California bound

Yorkshire Food, the Bradford-based food processing group, is moving its centre of gravity to California, where it processes produce such as raisins, almonds and prunes under the Del Monte brand, following the sale of its home baking division for a total of £20m (\$31m).

Mr Mike Pirth, founder and chairman, described the UK food market as tough, pointing out that the group served a world market from California. He expects to seek a US listing, probably on Nasdaq, to run alongside the UK listing, in about two years.

David Blackwell

## Telemetrix hit by fall in US

Reduced profits at its US subsidiary hit Telemetrix, the specialised electronic components supplier, and 1995 pre-tax profits fell 9 per cent to £10.4m (\$16m).

Operating profits at GTI, the 87 per cent-owned US outfit, fell 7 per cent to \$4.7m despite a 15 per cent rise in sales to \$106.8m. This partly reflected higher than expected losses at Prompex Communications, the supplier of digital network access systems.

GTI's profits were also depressed by the \$700,000 cost associated with the departure of Mr Gary Luick, president and chief executive of GTI, at the end of last year.

Mosko Rich

## S Africa float for Howden arm

Howden Group, the Scottish industrial equipment manufacturer, is seeking to float between 40 per cent and 50 per cent of Howden Africa Holdings, a wholly owned South African subsidiary, on the Johannesburg stock exchange. Proceeds will be used for investment in its US operations.

groupe Promodès			
Consolidated Results			
(In FF millions excluding per share details)	Change 95/94	1995	1994
Net sales	+ 6.2%	100,576	94,681
Earnings before interest, taxes and extraordinary items	- 6.3%	2,186	2,334
Income on ordinary activities	+ 3.9%	2,029	1,952
Net income	+ 9.0%	1,217	1,117
Net income excluding minority interests	+13.6%	1,022	900
Earnings per share	+13.1%	FF 57.1	FF 50.5

On a comparable structure and constant exchange rate basis, sales would have risen 6.6%. The decrease in earnings before interest, taxes and extraordinary items can be attributed to new tax measures adopted in France and initiatives taken to speed up international development.

The tax measures, which came into force under the new corporate tax legislation, had a FF 108 million negative impact on net income excluding minority interests.

Gross cash-flow stood at FF 2,642 million and the Group's long-term debt, including the issue of convertible bonds which are currently being exchanged for shares, represented 57.1% of stockholders' equity.

At the Annual General Meeting of May 21, 1996, the Board will propose a net dividend of FF 12 per share, an increase of 14.3% on last year.

PROMODES WEB SITE: <http://www.promodes.fr>

**European Investment Bank**  
ITL 1,000,000,000,000  
Floating rate notes due December 1998  
The notes will bear interest at 5.45% per annum from 15 March 1996 to 17 June 1996. Interest payable on 17 June 1996 will amount to ITL 123,375 per ITL 5,000,000 note and ITL 1,233,750 per ITL 50,000,000 note.  
Agent: Morgan Guaranty Trust Company  
**JPMorgan**

**City of Stockholm**  
US\$325,000,000  
Floating rate notes 1999  
Notice is hereby given that the notes will bear interest at 5.35156% per annum from 15 March 1996 to 17 June 1996. Interest payable on 17 June 1996 will amount to US\$13,974 per US\$1,000 note, US\$139,74 per US\$10,000 note and US\$1,397.35 per US\$100,000 note.  
Agent: Morgan Guaranty Trust Company  
**JPMorgan**

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	1995	1994	
Worldwide sales*	£9,010m	£8,280m	Up 9%
Profit before tax	£1,503m	£1,412m	Up 6%
Earnings per share†	24.9p	22.7p	Up 10%
Dividend per share			
Conventional equivalent	14.69p	13.50p	Up 9%
Payable as Foreign Income Dividend	16.075p	14.80p	Up 9%

\* Continuing sales including acquisitions  
† Fully diluted



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Following the DIVIDEND DECLARATION by Ford Motor Company (U.S.) on 11 January, 1996 NOTICE is now given that the following DISTRIBUTION will become payable on or after 15 March, 1996.

Gross Distribution per unit	1.7500 Cents
Less 15% USA Withholding Tax	0.2625 Cents
Converted at \$1.54	1.4875 Cents
	\$0.0065909

Claims should be lodged with the DEPOSITARY, National Westminster Bank PLC, Basement, Juno Court, 24 Prescot Street, London E1 6BB on special forms obtainable from that office.

United Kingdom Banks and Members of the Stock Exchange should mark payment of the dividend in the appropriate square on the reverse of the certificate.

All other claimants must complete the special form and present this at the above address together with the certificate(s) for marking by the National Westminster Bank PLC. Postal applications cannot be accepted.

Dated 15 March, 1996



**European Investment Bank**  
Portuguese Escudos 30 Billion Floating Rate Bonds due March 2005 (issued on March 15, 1996)  
Portuguese Escudos 30 Billion Floating Rate Bonds due March 2005 (issued on June 15, 1996)  
Notice to the Holders

Notice is hereby given that the Bonds will carry an interest rate of 7.769% per annum for the period 15.03.1996 to 15.06.1996.

• PTE 1,958	per PTE 100,000 nominal
• PTE 19,582	per PTE 1,000,000 nominal
• PTE 195,821	per PTE 10,000,000 nominal
• PTE 979,107	per PTE 50,000,000 nominal

Luxembourg, March 15, 1996

**U.S. \$200,000,000**  
**Midland International Financial Services B.V.**  
(Incorporated with limited liability in the Netherlands)

Guaranteed Floating Rate Notes due 1999

Guaranteed on a subordinated basis as to payment of principal and interest by Midland Bank plc

Notice is hereby given that for the six months interest period from March 15, 1996 to September 15, 1996 (183 days) the Note Rate has been determined at 5.5625% per annum. The interest payable on the relevant interest payment date, September 15, 1996 will be U.S. \$265.52 per U.S. \$100,000 nominal amount.

By: The Chase Manhattan Bank, N.A.

London, Agent Bank

March 15, 1996

**U.S. \$100,000,000**  
**Subordinated Collateral Floating Rate Depository Receipt due 2003 issued by**

The Law Debenture Trust Corporation plc evidencing entitlement to payment of principal and interest on deposits with Banco di Napoli Hong Kong Branch

The receipts will bear interest at 6.125% per annum from 15 March 1996 to 15 September 1996. Interest payable on 15 September 1996 will amount to US\$31.49 per US\$1,000, US\$314.76 per US\$10,000 and US\$3,147.57 per US\$100,000 receipt.

Agent: Morgan Guaranty Trust Company

JPMorgan

London, Agent Bank

March 15, 1996

**U.S. \$25,750,000**  
**European Investment Bank**  
Floating Rate Notes due 2008

For the period from March 15, 1996 to September 15, 1996 (183 days) the Note Rate has been determined at 5.5625% per annum. The interest payable on the relevant interest payment date, September 15, 1996 will be U.S. \$265.52 per U.S. \$100,000 nominal amount.

The relevant interest payment date will be September 15, 1996.

Agent Bank

BANQUE PARIBAS

London, Agent Bank

March 15, 1996

**LIT 1,000,000,000**  
**European Investment Bank**  
Floating Rate Notes due 2001

For the period from March 15, 1996 to June 15, 1996 (92 days) the Note Rate has been determined at 5.5625% per annum. The interest payable on the relevant interest payment date, June 15, 1996 will be LIT 1,000,000,000 nominal amount.

The relevant interest payment date will be June 15, 1996.

Agent Bank

BANQUE PARIBAS

London, Agent Bank

March 15, 1996

**U.S. \$400,000,000**  
**Hydro-Québec**

Undated  
Floating Rate Notes, Series GL,  
Unconditionally guaranteed as to payment of principal and interest by

Province de Québec

Interest Rate 5.5625% per annum

Interest Period 15th March 1996

Interest Amount per U.S. \$10,000 Note due 16th September 1996 U.S. \$265.52

CS FIRST BOSTON Agent

15th March, 1996

Dong-A Pharmaceutical Co., Ltd.

(Incorporated in the Republic of Korea with limited liability) (the "Company")

U.S. \$25,000,000

3% per cent. Convertible Bonds due 2006 (the "Bonds")

NOTICE IS HEREBY GIVEN to the holders of the Bonds that, as a result of the issue by the Company to holders of its common shares of a dividend of 100.000 shares, such dividend having been approved by a general meeting of shareholders held on 29th February, 1996, the Conversion Price of the Bonds has been adjusted from Won 18,000 to Won 17,840 pursuant to the provisions of the Trust Deed, effective 1st January, 1996.

15th March, 1996

Dong-A Pharmaceutical Co., Ltd.

## COMPANY NEWS: UK

Loss of £100.6m after charges for US and Spanish activities

### UB pledges return to profit

By Roderick Oram, Consumer Industries Editor

United Biscuits pledged yesterday to show a good improvement in underlying profitability this year as it reported what it called a "dreadful year" which resulted in a pre-tax loss of £100.6m (£154m). Even before exceptional charges of £150.3m, pre-tax profits halved to £78.1m for 1995.

The exceptional mainly reflected its costly disengagement from the US and Spanish markets. Departure from them

was the first phase of restructuring the group, Mr Eric Nicoli, chief executive, said.

Phase two, consolidation of its position in Europe and the east Asia, was under way, and phase three, seeking acquisitions and partners, would unfold over the next few years, he said.

"You'd have had to be on another planet over the past year not to be aware of the criticisms and comments about UB," Mr Colin Short, chairman, said. But despite the setbacks, "the board unequivocally supports Eric."

The results were dragged down by severe pressure from cost increases, competition particularly from PepsiCo in the UK and Dutch snack markets, and a variety of other strategic and managerial problems in several subsidiaries.

"1995 was indeed a dreadful year," Mr Nicoli said. "But some of those factors will not impact on us in 1996. The prospects for profit recovery are good."

New products, higher spending on advertising and marketing, further cost savings, price increases and a new management structure should all contribute to an improved performance, he added.

In the first two months of 1996, "we are... making satisfactory progress towards our objective," UB said. Proceeds from the sale of Keebler in the US had cut UB's net borrowing to £273m from £507m and its gearing to 44 per cent from 97 per cent.

However the disposal had made UB dependent on the UK for 66 per cent of its sales and 77 per cent of its profits, a sharp reversal after two decades of internationalisation.

### Fleming American taken back to US roots

By Philip Coggan, Markets Editor

Fleming American Investment Trust said yesterday that the US Environmental Protection Agency had formally instituted proceedings against it in a claim for the costs of cleaning-up a polluted site in Shidell, Louisiana.

The claim dates back to 1982-1993 when Fleming American, then known as the Alabama, New Orleans and Pacific Junction Railways Company, operated a crocodile factory for treating railway sleepers. The EPA has estimated the costs of the clean-up will be \$132m but other companies are also being pursued.

Since October, when the trust announced that it was being pursued by the EPA, the shares have slid to a hefty discount - 81 per cent by Wednesday night - to their net asset value.

But yesterday's statement said that Peter McGee, another of the companies involved with the site, had reached a settlement with the EPA.

Fleming American said it has been in preliminary settlement discussions with the EPA. Hopes of an agreed deal helped the shares rise 17p to 300p yesterday.

### Higher production helps lift Enterprise to £102m

By Patrick Haverson

Enterprise Oil yesterday further restored its reputation among City institutions when the oil explorer reported record production levels and sharply higher profits for 1995.

The announcement of an increase in after-tax profits from £71m to £101.6m (£155.44) on turnover of £762.9m (£851.3m), lifted Enterprise shares by 30p to 420p.

They were also helped by what appeared to be a shift in investor sentiment following the company's first results meeting with City analysts. Enterprise's decision to host the meeting was seen as an

attempt to improve its standing in the City following the failed 1994 bid for rival oil explorer Lasso.

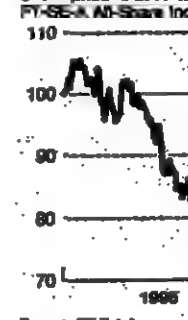
Since then, Enterprise has struggled to convince the market that it has a credible long-term strategy. But analysts said those concerns were eased by yesterday's upbeat presentation combined with the results and more positive exploration prospects - particularly in Norway and Italy.

Mr Graham Hearn, chairman, said: "We move forward into 1996 with confidence tinged with some caution."

"Our caution stems from the possibility that oil prices may weaken as the year

Enterprise Oil

Share price relative to the FT-SE-100 All-Share Index



Source: FT Data

Progresses." Lex, Page 18

### Mirror seeks to raise £9m from 2p cover price rise

By Raymond Snoddy

The price of the Daily Mirror will rise next week by 2p to 30p Monday to Friday, bringing in about £8m this year for Mirror Group, excluding extra promotional costs.

This was a response to News International's decision to increase the price of The Sun by 2p to 37p on weekdays.

The increase in the cover prices of the two leading mass market tabloids reflects extra newspaper costs that are still coming through, although Mirror Group believes that pulp prices have stabilised.

The group also announced yesterday pre-tax profits of £87.2m (£84.7m) for 1995, or £77.1m after £10.1m costs for LIVE TV but before excep-

tional gains.

Exceptional profits of £29.6m were mainly from the sale of the stake in Donohue, the Canadian pulp and paper company.

Newspaper Publishing, publisher of The Independent in which Mirror Group has a 43 per cent stake, cut its loss to £18.9m last year. This followed a £50.8m deficit previously.

## LEX COMMENT

### Mirror Group

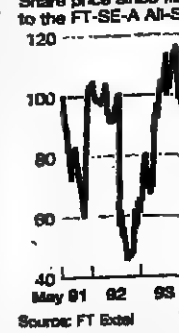
The Mirror Group's fascination with cross-promotion is understandable. Its core tabloid newspapers have a few good years ahead of them as the cover price war and increases in newsprint costs reverse themselves. But this is a mature business.

Wouldn't it be exciting if it could mimic Mr Rupert Murdoch's News International and use the tabloids' vast promotional potential to build a television empire? The Mirror has already made a promising start in tabloid TV with its quasi-local Live TV cable channel. Though Live TV is still losing money, wacky ideas like its "news bunny" and topless darts have grabbed headlines. Linking up with a network of local newspapers - which promote Live TV and provide it with local programmes - has also underlined the advantages of cross-promotion. Local TV is a market which Mr Murdoch's BSkyB has not monopolised, and which its satellite technology is not suited to. Hence, Mirror's interest in launching further local channels, perhaps concentrating on sports.

But Mirror's ambitions extend beyond being merely a programme supplier. It would like to exploit its promotional capacity by throwing the full weight of its tabloids behind cable TV and/or ITV. What, though, is the best way of making the money out of this? Buying entire TV networks to capture the upside would be prohibitively expensive. Taking minority stakes, like its 30 per cent share in Scottish Television, would be cheaper, but replicating that across the country would still be pricey. Forming cross-promotional ventures without shelling out capital would be the best approach, if it can be done.

Mirror Group

Share price since flotation relative to the FT-SE-100 All-Share Index



Source: FT Data

### Coats looks east for production

By Motoko Rich

Coats Viyella, the textiles and engineering group, has become the latest manufacturer to cite labour costs as a reason for shifting production from western Europe and North America to low-wage economies in Asia and eastern Europe.

The group, which yesterday reported underlying pre-tax profits down 6.4 per cent at £142.6m (£218m) said it was launching a restructuring programme which would accelerate the move to offshore textile production and sourcing. It will make a £50m provision.

The group declined to say how many jobs would go or what proportion of production would move out of western

Europe and North America. It also will reorganise its European thread operations and invest in technology to improve productivity.

Mr Neville Bain, chief executive, expected the restructuring to deliver savings of £10m in 1996, £25m in 1997 and £35m per year thereafter.

The shake-up follows a difficult year when raw material price rises, particularly in India, unusual weather conditions and the weak housing market in the UK hit profits.

After exceptional losses in both years relating to disposals of businesses and property, pre-tax profits rose from £105.1m to £162.5m, largely because a provision taken in 1994 was released in 1995.

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MARKET REPORT

# Copper market sentiment dented as cash price falls

Slumping cash COPPER values on the London Metal Exchange knocked forward prices lower yesterday and gave bullish sentiment a severe dent.

The three months delivery price finished the after hours "kerb" trading session at \$2,536 a tonne, down \$30 from Wednesday.

The cash/three months premium, or "backwardation", narrowed at one point to around \$7 three months values late in the day, down sharply from \$22 on Wednesday. But it moved out again to \$16.

"There was a lot of lending on everything from cash to three to much further forward," said one LME trader. "The break back below [support at] \$2,550 makes this market look horrible again."

Several traders linked weakness in cash copper values to the end of the Japanese financial year. If spreads slipped into contango - the opposite of backwardation, where nearby prices are at a discount to forwards, three month futures could fall sharply, they added.

Chart watchers said first resistance was at \$2,550/55 a

# Debt weighs down Peru's sugar industry

Sally Bowen on a decline that has been blamed on misguided agrarian reforms

The long, tree-lined drive, the colonial-style church and wooden-balconied buildings set around a shady square recall the prosperous heydays when Casa Grande was Peru's showpiece sugar hacienda. On closer inspection, however, all is revealed as grubby, poorly-maintained and down-at-heel. The discipline imposed by its German founders, the Glidemeister family, has long since vanished.

According to received wisdom, Peru's sugar industry plunged into crisis following the so-called agrarian "reform" under the left-wing military government of General Juan Velasco Alvarado, when great haciendas were expropriated and handed over to the workers.

The figures would seem to bear out that interpretation. Having reached well over 1m tonnes in the 1950s and 1960s, production started to decline after 1968. By 1980, national output was down to 535,000 tonnes; in 1993 it dropped below 400,000 tonnes.

"It's very easy to blame it all on the workers," says Mr Jorge Velazquez, Casa Grande's general manager, who has 17 years private sector experience in

A decree law published on Wednesday in Peru's official gazette gives sugar co-operatives 90 days to decide on their future. The government is offering them three options to settle long-standing debts with the tax authorities and the state social security and pension schemes.

Co-operatives that pay up in cash will receive a 60 per cent reduction on their debts. Alternatively, with a cash payment of 20 per cent, the debt may be paid off over a six-year period with

34 months' grace.

The third option - probably the only one available to the cash-strapped co-operatives - involves capitalisation of their debts via the issue of new shares.

If co-operatives choose to become limited companies in this manner, they will benefit from a 70 per cent reduction in their debts with the state. Several groups of private investors are believed to be poised to buy into the decapitalised businesses.

management estimates immediate investment requirements at around \$55m to improve productivity in both the mill and the cane fields. That investment, says Mr Velazquez, would then be annual sales up from about \$45m to \$70m-plus.

Substantial increases in productivity are clearly no pipe-dream. The irrigated valleys of Peru's northern coastal desert are ideal for sugar cane. Farmers cut every eighteen months, with benchmark yields of 180 tonnes a hectare. Peruvian cane boasts an unusually high sucrose content of around 13.3 per cent, compared with 9 per cent in Brazil.

And small farmers in the valleys of La Libertad are turning back to planting cane.

Other efforts to increase efficiency are being frustrated by the co-operatives' dire financial position. Casa Grande was recently unable to take up a Brazilian loan offer when the Peruvian government, not surprisingly, refused to guarantee its repayment. Only the Tuman co-operative, recognised as the most efficient of the twelve, has access to limited credit lines through a local bank.

The remainder are in the survival business. Far greater than their debts to the state are pensions and social security payments due to retired workers. New legislation, it seems certain, will oblige the co-operatives to transform themselves into limited companies, settle their debts and - it is assumed - sell out at least in part to private sector owners.

Sugar co-operative managers seem resigned, if regretful. "I'd like to find an alternative to make the associative model work: the co-operatives at least recognise the dignity of the worker in an industry where conditions are often sub-human," says Mr Velazquez. "But if it's impossible, I'll be the first to tell the workers we have to change the model."

# Hudson Bay's Flin Flon zinc complex under renewed threat as operating losses mount up

By Kenneth Gooding, Mining Correspondent

The Hudson Bay Mining & Smelting operations at Flin Flon in Manitoba are once again under threat of closure after suffering operating losses totalling US\$83m in the past two years.

The HBMS metallurgical complex is the biggest employer in the region, with 2,500 people directly employed, and produces about 8 per cent of North America's zinc, as well as some copper.

Mr Tony Lea, an executive director of Minoro, the Luxembourg-quoted offshore operating arm of the Anglo-American Corporation of South Africa, which owns HBMS, said yesterday a major review was under way "to see how we might reduce costs and if we should persist with Hudson Bay".

He said that he would be astonished if the review suggested immediate closure, particularly as Minoro believed the prospects for zinc metal were good and the busi-

ness had made a small profit in the first two months of 1996. Nevertheless, the mines supplying the smelter with raw material would run out of ore in 2004 at the present rate of production.

Minoro was spending \$10m a year on exploration of the surrounding area, he said, using the most up-to-date seromagnetic survey techniques. "We need to identify in the next three years a large, long-life, low grade zinc-copper deposit to ensure Hudson Bay's future," he added.

While some small, high-grade deposits had been found in the past, the results of the latest exploration results had been "disappointing".

Minoro would continue exploration spending at a high level for another three years but, if by the end of that time it had not found a big deposit, HBMS would become a "twilight operation" and close in 2004.

The group took over HBMS in August 1993 from Inspiration Resources, another Minoro subsidiary. Minoro

has about \$250m invested in HBMS fixed assets, including \$18m spent since then on a modernisation programme primarily designed to improve the environmental performance. Canada's federal government provided a C\$65m loan towards this scheme and the provincial government one of C\$35m.

Mr Lea said HBMS this year is scheduled to produce 85,000 tonnes of zinc and 40,000 tonnes of copper from its own mines plus 20,000 tonnes of copper from bought-in raw material.

# BP may sell N Sea interests

By David Lescelles

British Petroleum may sell its interests in four North Sea fields, Beatrice, Buchan, Clyde and Thistle.

The four belong to a group of mature fields whose lives BP has been working to extend. Although their performance has been enhanced, BP says they are disadvantaged when competing with other BP fields in the North Sea for assets and management time.

It says fields' lives could extend well into the next century. They produce 59,000 barrels a day, of which BP's share is about half.

# Porgera to miss gold target

By Nikid Tait in Sydney

Partners in the large Porgera gold mine in Papua New Guinea yesterday confirmed that output in 1996 is unlikely to top 940,000 troy ounces of gold. They had previously been hoping for 1.1m ounces, but warned last month that technical mining problems would probably lead to this figure being reduced by 15 per cent.

The partners include Highlands Gold, part of Australia's MIM group; the newly-created Goldfields group; Placer Pacific; and the Papua New Guinea government.

The long-running fight between Peabody, the coal

mining offshoot of Britain's Hanson group, and Rosemount Estates, the Australian winery, over a new ASX70m mine in New South Wales's Hunter Valley region, took a new twist yesterday, with the state government saying it would appeal against a land and environment court decision that blocked the mine's development earlier this month.

The state government said that the appeal confirmed the government's commitment to providing certainty for major projects in the state. Rosemount, which has vineyards close to the mine site, is concerned about the environmental impact.

## COMMODITIES PRICES

### BASE METALS

#### LONDON METAL EXCHANGE

(Prices from Amalgamated Metals Trading)

#### ALUMINIUM, 99.99% (per tonne)

Cash 1855-1865  
Previous 1855-1865  
High/Low 1855-1865  
AM Official 1855-1865  
Kerb close 1855-1865  
Open Int. 1855-1865  
Total daily turnover 45,010

#### ALUMINIUM ALLOY (per tonne)

Cash 1855-1865  
Previous 1855-1865  
High/Low 1855-1865  
AM Official 1855-1865  
Kerb close 1855-1865  
Open Int. 1855-1865  
Total daily turnover 1,398

#### LEAD (per tonne)

Cash 1855-1865  
Previous 1855-1865  
High/Low 1855-1865  
AM Official 1855-1865  
Kerb close 1855-1865  
Open Int. 1855-1865  
Total daily turnover 40,467

#### NICKEL (per tonne)

Cash 1855-1865  
Previous 1855-1865  
High/Low 1855-1865  
AM Official 1855-1865  
Kerb close 1855-1865  
Open Int. 1855-1865  
Total daily turnover 41,282

#### COBALT (per tonne)

Cash 1855-1865  
Previous 1855-1865  
High/Low 1855-1865  
AM Official 1855-1865  
Kerb close 1855-1865  
Open Int. 1855-1865  
Total daily turnover 41,282

#### COBALT (per tonne)

Cash 1855-1865  
Previous 1855-1865  
High/Low 1855-1865  
AM Official 1855-1865  
Kerb close 1855-1865  
Open Int. 1855-1865  
Total daily turnover 41,282

#### COBALT (per tonne)

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AM Official 1855-1865  
Kerb close 1855-1865  
Open Int. 1855-1865  
Total daily turnover 41,282

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Kerb close 1855-1865  
Open Int. 1855-1865  
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AM Official 1855-1865  
Kerb close 1855-1865  
Open Int. 1855-1865  
Total daily turnover 41,282

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Cash 1855-1865  
Previous 1855-1865  
High/Low 1855-1865  
AM Official 1855-1865  
Kerb close 1855-1865  
Open Int. 1855-1865  
Total daily turnover 41,282

#### COBALT (per tonne)

Cash 1855-1865  
Previous 1855-1865  
High/Low 1855-1865  
AM Official 1855-1865  
Kerb close 1855-1865  
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High/Low 1855-1865  
AM Official 1855-1865  
Kerb close 1855-1865  
Open Int. 1855-1865  
Total daily turnover 41,282

### Precious Metals continued

#### GOLD COMEX (100 Troy oz. \$/troy oz.)

Mar 15 388.5 -1.1 388.5 388.5 10,888 20,887  
Apr 388.5 -1.2 388.5 388.5 2,238 49,818  
May 388.5 -1.2 388.5 388.5 17,133 23  
Jun 388.5 -1.2 388.5 388.5 206 4,887  
Jul 388.5 -1.2 388.5 388.5 401 14,888  
Aug 388.5 -1.2 388.5 388.5 24,888 20,887  
Total 388.5 -1.2 388.5 388.5 24,888 20,887

#### PLATINUM NYMEX (50 Troy oz. \$/troy oz.)

Mar 418.2 -3.1 418.2 418.2 2,387 11,887  
Apr 418.2 -3.1 418.2 418.2 409 7,344  
May 418.2 -3.1 418.2 418.2 10,189 20,887  
Jun 418.2 -3.1 418.2 418.2 78 7,344  
Jul 418.2 -3.1 418.2 418.2 206 4,887  
Aug 418.2 -3.1 418.2 418.2 401 14,888  
Total 418.2 -3.1 418.2 418.2 24,888 20,887

#### PALLADIUM NYMEX (100 Troy oz. \$/troy oz.)

Mar 138.8 -2.4 138.8 138.8 19 62  
Apr 138.8 -2.4 138.8 138.8 361 6,170  
May 138.8 -2.4 138.8 138.8 210 278  
Jun 138.8 -2.4 138.8 138.8 11 88  
Jul 138.8 -2.4 138.8 138.8 409 6,887  
Total 138.8 -2.4 138.8 138.8 409 6,887

#### SILVER COMEX (5,000 Troy oz. \$/troy oz.)

Mar 555.7 -3.8 555.7 555.7 10,888 20,887  
Apr 555.7 -3.8 555.7 555.7 2,238 49,818  
May 555.7 -3.8 555.7 555.7 17,133 23  
Jun 555.7 -3.8 555.7 555.7 206 4,887  
Jul 555.7 -3.8 555.7 555.7 401 14,888  
Aug 555.7 -3.8 555.7 555.7 24,888 20,887  
Total 555.7 -3.8 555.7 555.7 24,888 20,887

#### CRUDE OIL NYMEX (42,000 US gals. \$/barrel)

Mar 20.80 -0.22 20.80 20.80 55,158 58,702  
Apr 20.80 -0.22 20.80 20.80 40,450 57,499  
May 20.80 -0.22 20.80 20.80 20,498 50,827  
Jun 20.80 -0.22 20.80 20.80 18,754 57,499  
Jul 20.80 -0.22 20.80 20.80 22 2,753  
Aug 20.80 -0.22 20.80 20.80 18,754 57,499  
Total 20.80 -0.22 20.80 20.80 18,754 57,499

#### CRUDE OIL IPE (\$/barrel)

Mar 18.40 -0.02 18.40 18.40 17,411  
Apr 18.40 -0.02 18.40 18.40 16,333 17,411  
May 18.40 -0.02 18.40 18.40 2,442 29,487  
Jun 18.40 -0.02 18.40 18.40 251 29,703  
Jul 18.40 -0.02 18.40 18.40 20 5,079  
Aug 18.40 -0.02 18.40 18.40 27 3,449  
Total 18.40 -0.02 18.40 18.40 24,888 20,887

#### HEATING OIL NYMEX (42,000 US gals. \$/barrel)

Mar 18.40 -0.02 18.40 18.40 17,411  
Apr 18.40 -0.02 18.40 18.40 16,333 17,411  
May 18.40 -0.02 18.40 18.40 2,442 29,487  
Jun 18.40 -0.02 18.40 18.40 251 29,703  
Jul 18.40 -0.02 18.40 18.40 20 5,079  
Aug 18.40 -0.02 18.40 18.40 27 3,449  
Total 18.40 -0.02 18.40 18.40 24,888 20,887

#### CRUDE OIL IPE (\$/barrel)

Mar 18.40 -0.02 18.40 18.40 17,411  
Apr 18.40 -0.02 18.40 18.40 16,333 17,411  
May 18.40 -0.02 18.40 18.40 2,442 29,487  
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Total 18.40 -0.02 18.40 18.40 24,888 20,887

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## INTERNATIONAL CAPITAL MARKETS

## US Treasuries post gains on bullish economic data

By Samer Iskandar in London and Lisa Granstein in New York

European bonds traded calmly yesterday morning, ignoring the Bundesbank's decision to keep its discount and Lombard rates unchanged at 3 per cent and 5 per cent respectively, which had been anticipated.

In the afternoon, yields fell in all the main markets, after the release of relatively encouraging data from the US. European markets are expected to remain cheerful in coming weeks, with a rate cut widely anticipated in Germany and, possibly, another cut in the UK.

Economists at HSBC Markets believe the three rate cuts since December were an inadequate response to the alarming weakening in the UK economy, and expect interest rates to reach 5 per cent before the year-end, a full percentage point below their current level.

US Treasury prices posted modest gains in early trading as data showing that industrial production rose in February was offset by figures indicating declining unemployment.

Near-midday, the benchmark 30-year Treasury was  $\frac{1}{8}$  higher at 91 $\frac{1}{8}$  to yield 6.558. At the short end, the two-year note was  $\frac{1}{8}$  stronger at 98 $\frac{1}{8}$  to yield 5.705 per cent.

Fears that strong job growth would bring about a resurgence of inflationary pressures were eased by the 0.2 per cent decrease in February's producer price index. Excluding the volatile food and energy components the PPI was up 0.1 per cent, according to the Commerce department. Both figures were weaker than most economists had forecast.

But bonds failed to rally as stronger-than-expected weekly employment figures reignited jitters about the strength of the economy brought on by last week's surprisingly strong data on non-farm job growth.

Claims for first time unemployment benefits fell by 10,000 last week bringing the four-week moving average to 384,000, the Labor department said.

Economists from Donaldson, Lufkin & Jenrette said that while yesterday's figures "jeopardise the perception of a sluggish labour market... the claims statistics do not indicate the same robust strength that was portrayed in the recent payroll employment report".

The dollar provided some support as it posted modest gains against the Japanese yen and the D-Mark. In early trading, it was changing hands for Y105.47 and DM1.4730 compared with Y105.15 and DM1.4708 late on Wednesday.

## GOVERNMENT BONDS

ing, it was changing hands for Y105.47 and DM1.4730 compared with Y105.15 and DM1.4708 late on Wednesday.

German bunds shrugged off the Bundesbank's decision to leave its key interest rates unchanged after yesterday's meeting of its monetary policy Council. But later in the day, when a stronger US Treasury bond pulled all European bonds up, bunds benefited most. Life's June future on 10-year bunds closed at 95.64, up 0.38. Expectations are rising that there will be a rate cut at the next Bundesbank meeting, on March 28.

This view is reinforced by bullish fundamentals. With increasing signs of "serious disinflation and the spending cap (recently announced by the German finance minister), a rate cut seems to be the only policy instrument left" to stimulate the economy, said Mr David Brown, chief international economist at Bear Stearns. He expects the rate of underlying inflation to be well below the German central bank's long-term target of about 2 per cent.

Market participants will be awaiting the release of money supply data, due just before the next fortnightly meeting of the Bundesbank's Council. Mr Brown forecasts that the M3 monetary aggregate will have grown by 6.9 per cent in February, just inside the 4 to 7 per cent range targeted by the Bundesbank.

UK gilts closed higher, in line with other European bond markets. Life's June gilt future settled at 105 $\frac{1}{8}$ , up  $\frac{1}{8}$ . However, the yield curve remains very steep, according to market observers.

Fixed income analysts at Merrill Lynch point to the spread between 10- and 20-year maturities, which is close to 30 basis points, and compare it with the similar spread on bunds, which stands at around 70 basis points.

Their conclusion is that "fundamentals indicate that the 20-year gilt should have a greater yield premium". Therefore, they "expect this spread to widen from its current level". However, Mr Steven Andrew at Merrill Lynch does not see this spread matching its European counterparts in the near future.

French OATs underperformed other European bonds, as traders were made nervous by the apparent fragility of the French franc against other currencies. Mait's March national future closed at 120.90, up 0.06. However, the June maturity, which is about to become the benchmark contract, settled at 120.52, down 0.03. In the cash market, the 10-year spread over bunds widened by 4 basis points to 21.

Spanish bonds also benefited from yesterday's bullish mood, as traders remained confident that inflation is under control. The March 10-year bonds future settled at 93.95, up 0.15.

## Italy's first credit rating agency is launched

By Andrew Hill in Milan

Italy's first credit rating agency was launched yesterday, with the aim of improving access to capital markets for the country's most innovative and fast-growing companies.

Rating will concentrate on assessing the creditworthiness of small- and medium-sized Italian companies, "the most dynamic in the Italian economy" according to Mr Marco Cecchi de' Rossi, the agency's chief executive.

He estimates that a reliable domestic rating agency could help companies with between 10 and 250 employees convert some 135,000bn of short-term debt into longer-term debt or other financial instruments.

The new agency's largest shareholder will be Mediobanca, the treasury-controlled medium-term lending bank, with 36 per cent. Two business research groups, Databank and Nomisma, the Bologna-based consultancy headed by would-be Italian prime minister Mr Romano Prodi - will have 25 per cent each, and 10 per cent will belong to Unioncamere, which represents Italy's chambers of commerce.

Although many of Italy's medium-sized companies have a strong international outlook, their ability to raise funds on capital markets has been hampered by a lack of independent valuation of credit risk.

Companies seeking capital will be able to ask Rating for a rating, and the agency will also respond to inquiries from potential investors to medium-sized enterprises. The agency said it would use the same scale of credit rating from AAA to D - used by most international credit rating agencies.

## Single issue breaks Europe's torpor

By Corinne Middelmann

After Wednesday's flurry of new issues, the eurobond market ground to a halt yesterday, with only one offering surfacing in the torpid market.

Amid continued nervousness over the direction of underlying government bond markets,

## INTERNATIONAL BONDS

investors are largely staying sidelined, dealers said. What issuance there has been this week has either been short-dated paper targeted at retail investors or floating-rate notes aimed largely at financial institutions.

In the latter category, Caisse Centrale Desjardins, the central bank of Canada's co-operative banks, issued a DMSM offering of four-year floating-rate notes callable after two years. The notes pay a coupon of 10 basis points over Libor

and yield 11.6 basis points over Libor at the re-offer price.

According to Merrill Lynch, which jointly led the issue with DG Bank, the deal attracted good buying from institutions - banks and investment funds - in Germany, Switzerland and France.

After Fortis's DMSM of five-year floating rate notes, launched earlier this week at a re-offer spread of Libor less 1 basis point, investors were keen on floating-rate paper that offered a double-digit spread over Libor, he said.

Elsewhere, the Indian Rail

Finance Corporation is preparing its eurobond debut, \$50m of floating-rate notes expected to be priced today at a spread of 100 to 120 basis points over Libor. It is the first international funding exercise by the Indian Railways. ANZ Grindlays is acting as lead manager.

The proceeds will be used to import rolling stock for the country's railways system, which carries 12m passengers and 1.1m tonnes of freight daily. Mr N. P. Srivastava, managing director of IRFC, said at a briefing yesterday.

While the company is likely to return to the international bond market in the coming years, he said, it was not equating any form of equity finance - as an issue of global depositary receipts - as it is to remain fully government-owned.

Moody's Investors Service has placed the long-term debt ratings of GPA, the aircraft leasing group, on review for possible upgrades following the company's successful securitisation refinancing earlier this week, with some \$1.5bn in long-term debt affected.

## NEW INTERNATIONAL BOND ISSUES

Borrower	Amount	Coupon	Price	Maturity	Yield	Spread	Book-runner
DMSM	250	5.00	99.94	Apr 2000	0.10%	-	DG Bank/Merrill Lynch
Caisse Centrale Desjardins (KFWB)	250	5.00	99.94	Dec 2001	0.20%	-	Morgan Stanley
SWISS FRANKS	100	3.75	100.25	Apr 2001	undated	-	St Gallen Kantonsbank
St Gallen Kantonsbank	100	3.75	100.25	Apr 2001	undated	-	St Gallen Kantonsbank

Final terms, non-callable unless stated. Yield spread (over relevant government bond) at launch supplied by lead manager. 2 Floating-rate notes, 80% annual coupon. R: fixed re-offer price; fees shown at re-offer level. A: 3-month. B: 6-month. C: 12-month. Plus 97 days accrued. Coupon rates to 7% from year 4. If a call at par after 5 yrs is not exercised, a) Subscription by 28%.

## Argentina upbeat on demand for offering

By Tom Burns in Madrid

Argentina, Spain's partially privatised banking group, sets the maximum price today for the disposal of 25 per cent of its government-held equity.

It is confident that a comprehensive road show programme to present the global offer together with the comparative cheap price of its shares will fuel demand from international investors.

Analysts believe the offering, which would realise some Ptas600 at Argentina's current market value, could be between four and five times oversubscribed in its international tranche.

The banking group, advised by US investment bank Morgan Stanley, its global co-ordinator, moves its presentations to the US and Latin America next week after meeting this week with institutions in

the UK and continental Europe.

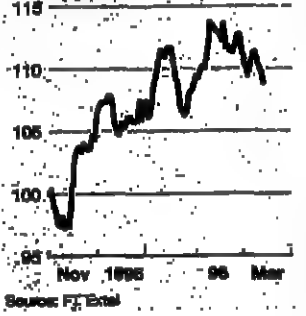
"By the end of the road show we will have met some 450 institutions, about half the total number that invest in international equities," said Mr Victor Barallat, a senior Argentina executive who is managing the disposal.

The final price for the disposal will be announced on March 28, under the terms of the offer document, it cannot be more than the final price fixed on the basis of the weighted average of Argentina's trading price during this week on the Madrid stock exchange.

The share price closed yesterday at Ptas5,310, and today's maximum price is therefore likely to be within a range marked by Tuesday's low of Ptas5,200 and by a Ptas5,300 high that was posted on Monday.

Argentina

Share price relative to the Madrid SE index



Source: FT, Reuters

that of the market, fell sharply when the centre-right Popular Party (PP) failed to gain a governing majority that had been widely anticipated by investors.

Analysts believe Argentina's current market value represents a discount, in terms of price earnings ratio and of trading price to book value, of some 25 per cent compared with the market value of rival big domestic banks, Banco Bilbao Vizcaya and Banco Santander.

Had the PP won a commanding majority, Argentina's share price on Madrid's Bolsa would have advanced by some 5 per cent and would currently stand at about Ptas6,000.

Argentina is offering 66 per cent of the disposal to domestic institutional and retail investors. The home front offer is already five times oversubscribed.

## WORLD BOND PRICES

## BENCHMARK GOVERNMENT BONDS

Coupon	Red	Price	Day's	Yield	Week	Month
			change			
Australia	10.000	09/08	106.3780	+0.300	8.02	8.72
Canada	6.125	09/08	106.1580	+0.150	7.47	7.53
France	7.000	08/08	106.6700	+0.200	7.30	6.79
Germany	8.750	10/08	106.8600	+0.200	7.73	7.20
Italy	8.000	09/08	102.2200	+0.340	7.67	7.50
Japan	7.000	10/08	104.8700	+0.250	6.74	5.50
UK	7.250	04/08	103.9200	+0.100	8.70	8.50
US Treasury	6.000	02/08	106.1500	+0.350	8.48	8.38
Spain	8.000	09/08	106.6700	+0.150	8.04	7.51
Portugal	8.000	02/08	106.1500	+0.140	10.45	10.22
Sweden	6.400	09/08	117.2600	+0.230	1.78	1.83
Netherlands	8.000	09/08	106.6700	+0.150	8.22	8.28
Belgium	6.000	01/08	106.3800	+0.200	6.51	6.35
Denmark	11.875	02/08	112.2000	+0.050	8.78	8.55
Finland	10.100	01/08	103.8500	+0.210	10.01	9.86
Switzerland	6.000	02/08	101.8200	+0.100	8.04	8.52
UK Gilt	8.000	12/08	102.10	+0.220	7.40	7.10
US Treasury	7.800	12/08	95.25	+0.220	8.10	7.88
US Treasury	10.000	10/08	105.12	+0.100	8.22	8.00
US Treasury	5.625	02/08	94.25	+0.420	6.34	5.71
US Treasury	6.000	02/08	91.18	+0.420	8.68	8.48
US Treasury	7.500	04/08	101.2500	+0.040	7.30	6.88

London clearing, New York, 15 March 1996. Source: M&I International

Prices include withholding tax at 10.5 per cent payable by non-residents.

Prices are in US dollars, unless otherwise stated.

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## BUND FUTURES OPTIONS (LIFE) DM250,000 points of 100%

Strike	Apr	May	Jun	Jul	Aug	Sep
CALLS						
105	0.58	1.03	1.27	1.28	0.98	0.88
106	0.28	0.78	1.02	1.04	0.84	1.38
107	0.15	0.67	0.80	0.83	0.58	1.48

Est. vol. total, Call 24200 Put 12341. Previous day's open int., Call 28648 Put 20082

Source: M&I International

Source: M&I International

Source: M&I International

Source: M&I International

Source: M&I International

Source: M&I International

Source: M&I International

Source: M&I International

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# CURRENCIES AND MONEY

## MARKETS REPORT

# Currencies steady as German rates unchanged

By Philip Gawth

The dollar traded in a very narrow range yesterday following the Bundesbank's decision to leave German interest rates unchanged.

Favourable producer inflation figures buoyed bond and equity prices and gave the dollar a small fillip in US trading.

It closed in London at DM1.4709, from DM1.4718 and at Y106.335 from Y106.3.

The focus of attention was mostly with the New Zealand dollar, which was trading at fresh eight year highs, and the French franc, which wobbled amid speculation of a cabinet reshuffle.

The New Zealand dollar finished at 69.01 US cents, from 68.53 US cents. The franc closed at FF73.428 against the D-Mark, from FF73.427.

Like the dollar, sterling was confined to narrow ranges throughout the day, and closed barely changed at DM2.5423 and \$1.5245.

Traders reported that volumes were down on account of the important national hunt race at Cheltenham. Customer activity also tends to decline at times of low volatility.

The Bundesbank fixed the repo rate at 3.5 per cent for a further two weeks, and left the discount and lombard rates unchanged at 3 per cent and 5 per cent respectively.

Analysts argue that the dollar is likely to remain confined within narrow ranges until the end of the month. Because the markets are unlikely to want to take big strategic risks in foreign exchange, especially given the hefty bond losses many have suffered in recent weeks.

It is these same losses which explain some of the recent weakness in the Italian lira, as investors cut long positions in order to finance their losses elsewhere.

Mr Brian Martin, economist at Barclays in London, said some of the recent weakness in the dollar could be attributed to the former Swiss franc. This followed comments earlier this week from the central bank suggesting interest rates would not be cut further.

The franc is also reckoned to have benefited from investors seeking a safe haven from volatile markets, and political tensions in Asia.

Mr Martin said: "There is no way on fundamental grounds a stronger Swiss franc is justified." He said the economy needed a weaker currency, and when this eventuated, it would provide a boost to the dollar. He is forecasting that the dollar will break above DM1.50 in April.

This dollar optimism is

shared by analysts at NatWest Markets in London. Mr Kit Juckes said: "The recent turmoil in global bond and equity markets has strengthened our view that the dollar will benefit from a cyclical recovery during 1996. We are particularly encouraged that the shake-out in the US treasury market has not undermined the dollar and, at the same

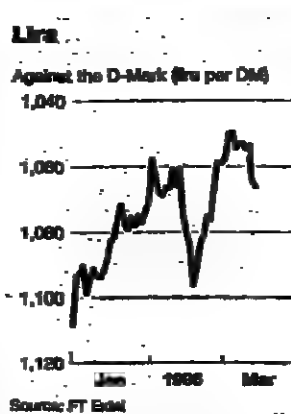
time, has put yields back in line with domestic economic fundamentals."

The NatWest view is that higher yields are required to maintain portfolio flows necessary to finance the US current account deficit. Mr Juckes added: "A rise in yields in the weeks before the end of the Japanese fiscal year should provide a strong incentive, once the dust settles, for Japanese portfolio outflows to resume."

The sceptics rejoinder to this is simply put: short-term interest rate differentials between Germany and the US have not been this supportive of the dollar since early 1990. Yet the dollar remains within 10 per cent of its historic low against the D-Mark.

"It is no wonder dollar bulls are growing impatient," say analysts at Deutsche Morgan Grenfell in London.

The New Zealand dollar rose on the reiteration by Mr Bill









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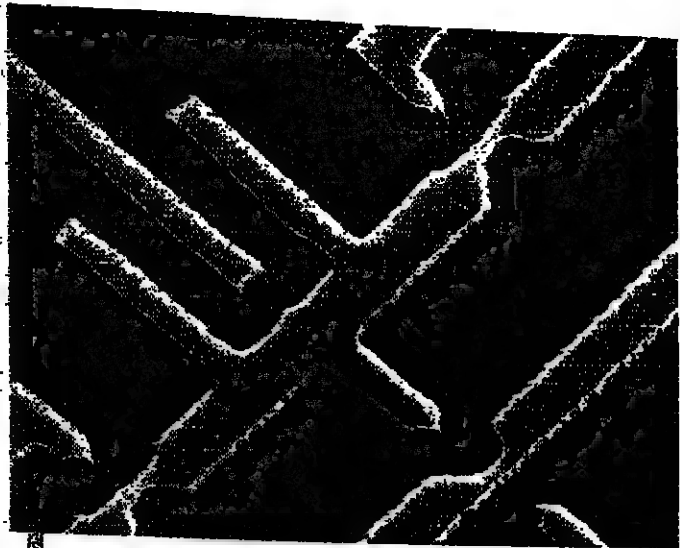


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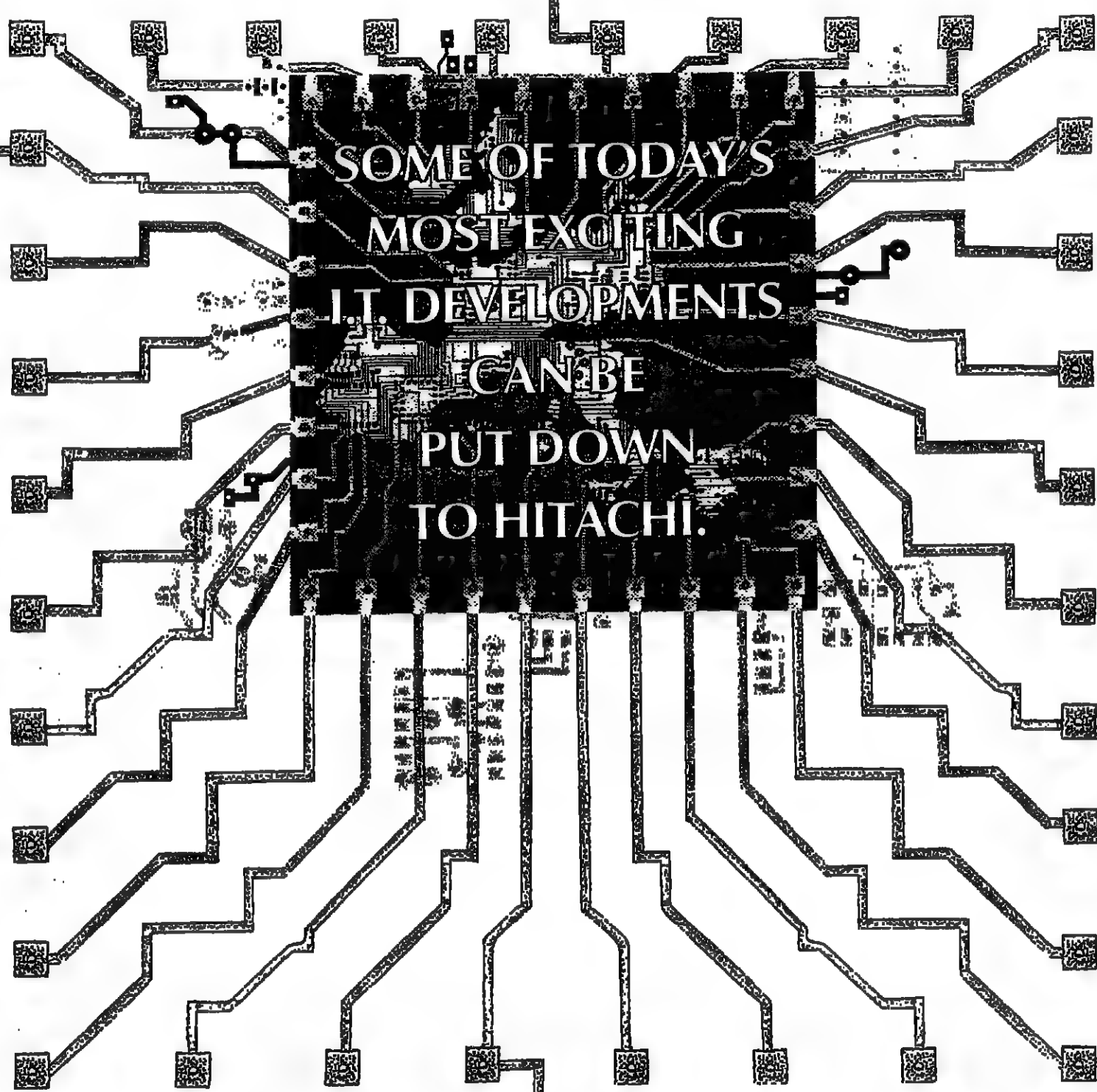
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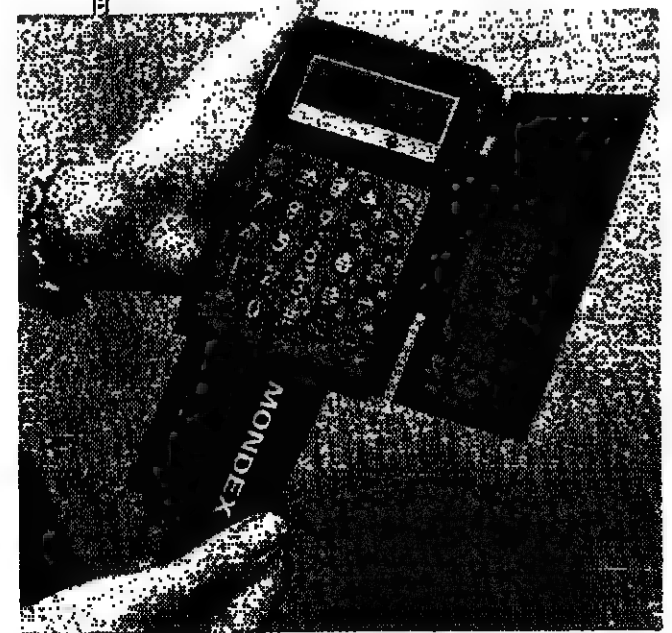
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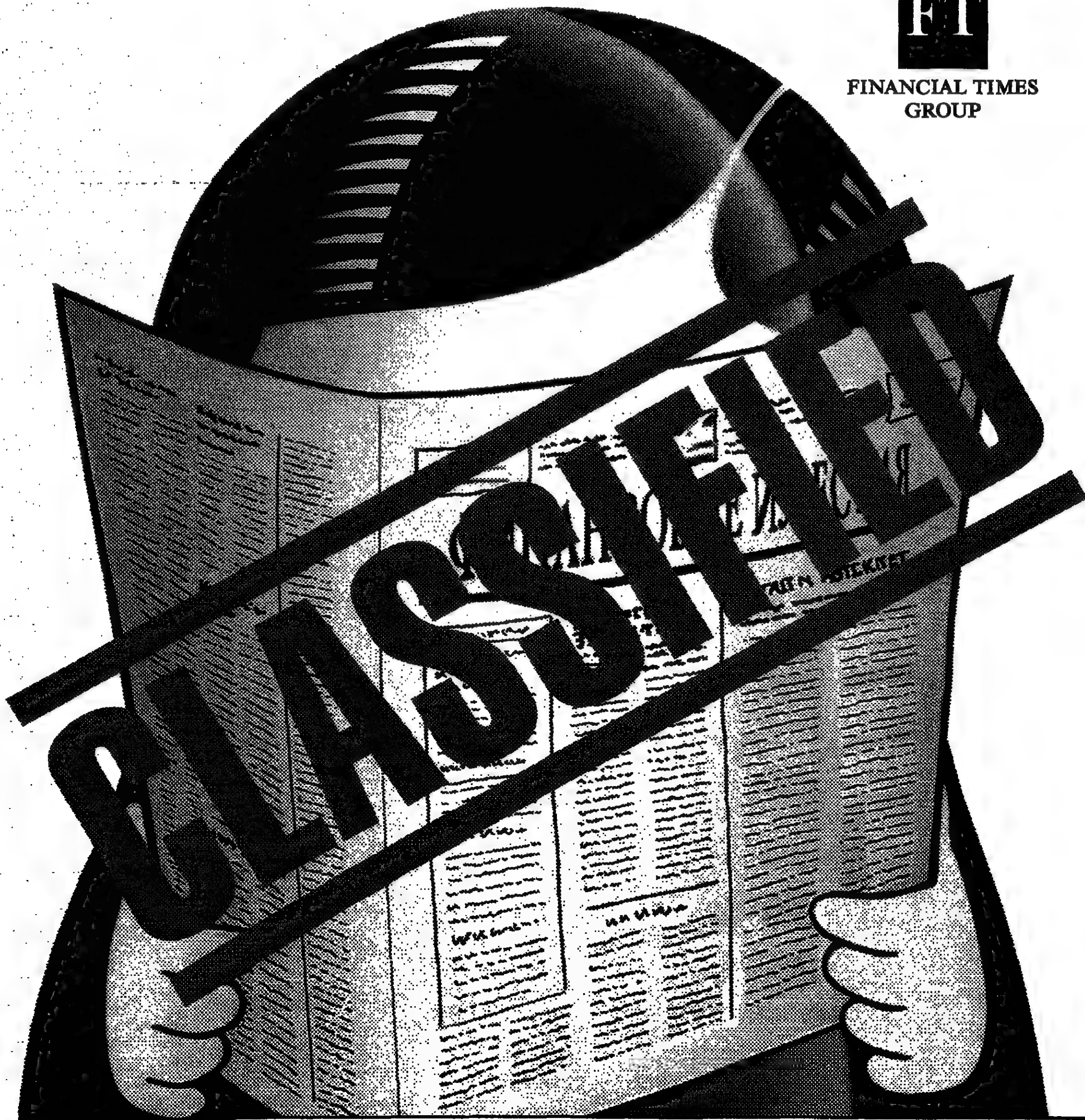
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RECRUITMENT

**JOBS:** The labour market is growing increasingly complex and difficult to interpret

# Realistic picture of work remains elusive

Reporting things that are not happening rarely sells newspapers. But sometimes it is important to examine whether there is any substance in assumptions and expectations which are shaping economic policies, businesses and even individual life choices.

One is the assumption, widely held across society and supported by a plethora of literature, that we are entering the age of the flexible labour market and that the smooth career path to retirement is over. This model of work portrays increasing numbers of people in future as hunter-gatherers, hungry freelancers foraging for work and moving from project to project.

However, Business Strategies, an independent private consultancy, has just published a study of the UK labour market which appears to demonstrate that the assumption rests on shaky foundations. It found the proportion of employees in permanent, self-employed, temporary and part-time work had not changed significantly in the past 10 years and predicts no great change over the next 10 years.

For example, some 85 per cent of the working population had full-time jobs in 1985; in 1995, the proportion had dropped to 82 per cent. By 2005, according to the consultants' calculations, it will be 79 per cent.

As for the growth of part-time

employees, it is slowing. Interestingly, the report takes issue with the assumption that part-time employment is undesirable. It quotes earlier research which suggested that most part-timers work this way by choice. It also reports a high degree of job satisfaction among part-time employees.

Although the number of temporary workers is growing fast, their proportion of the workforce will remain in single figures well into the next century - 8 per cent, compared with 5 per cent in 1985. Yet despite such figures, Business Strategies still felt constrained to predict a big increase in flexible working. It is almost as if there is an unconscious acceptance of the spread of flexible working in spite of evidence that shows it is not happening on any great scale. Is this part of some greater delusion among the workforce generally, fed by gurus and leading to employment policies executed unquestioningly by management? Could this help in some way to explain the puzzling phenomenon that is rather clumsily described as lack of feel-good factor?

Management theorists, promoting

the need for accelerated change in order to maintain competitive edge, have ushered in patterns of human resource management designed to wring the optimum performance from the smallest number of people capable of doing the job. If the company cannot get the best out of its own people, then it can go outside for skills - and when the contract workers are worn out, it can get some fresh ones. Little wonder that there is uncertainty and unhappiness among people who are perfectly able to do their jobs, yet who are constantly looking over their shoulders at whether theirs will be the next job to go.

Businesses have been developed on both sides of the Atlantic that depend on changing work patterns for their existence. Solutions can be bought off-the-shelf from career development counsellors, stress counsellors, outplacement agencies and those for interim executives and part-time professionals. Job-getting is a multi-billion dollar industry in its own right. But much of the industry has a vested interest in the movement of employees in and out of work. It needs turnover.

There are many good aspects of this industry, as it helps to ease the flow of talent from one job or business to another, but it tends to use and stress the language of change. The organisation of work has also attracted original and inspiring thinkers such as Charles Handy, whose outline of the portfolio career, comprising separate pieces of freelance work, appears convincing, particularly when viewed against a proliferation of contract work in the computer systems sector.

But such ideas, stimulating as they may be, need to be tempered by analysis. Only when observation is matched to statistical evidence do the trends in changing work patterns begin to be visible. The Business Strategies' study seems to indicate that while some change is happening, it is gradual and not necessarily permanent.

In spite of its arguably over-bold prediction on flexible working, the study makes a useful contribution to the research of working patterns. In an attempt to explain the lack of change overall in job turnover fig-

ures, it theorises that much of the job-changing in the 1980s may have been voluntary, whereas today it may be increasingly involuntary - leading to less job security. So, while the headline figures may be similar, they could disguise differing employment trends.

On the increase in temporary employment, the study ventured that social obligations may be working against permanent employment. While the direct wage costs of temporary staff are often higher than those of permanent staff, there tend to be fewer social costs, such as sick pay, holiday pay, pensions and redundancy money.

Although there is little statistical evidence to say whether or not the labour market is undergoing a large-scale sea change, there are pointers from the economic upsurge of the 1980s and subsequent recession of the 1990s.

The growth and later decline of the numbers of self-employed is an example. Self-employment surged in financial and business services and construction in the 1980s, but then fell back sharply in the harsher 1990s. The numbers of self-employed

in construction, for example, fell by nearly 19 per cent during the last recession. The picture, then, is one of short-term fluctuations rather than of lasting change.

Much of the temporary and part-time work recorded in the research is low paid: it found that no more than a quarter of part-time women were earning more than £5 an hour.

If anything, the research seemed to support a picture of a two-tier society. Better-off households often have two wage-earners in combinations of full-time and part-time jobs, while other households struggle with a series of lower-paid temporary contracts. As the study says: "There is a trend towards 'work rich' (and thus 'wage rich') and 'work poor' households. Partners will either tend to both be in a job, often with one full-time worker and one part-time, or they will both be out of work - encouraged by current social security rules."

There was some evidence of a growing group of professionals, such as accountants, in temporary

work, often commanding higher salaries to compensate for the lack of accompanying social benefits. Whether this is strong enough to point to the birth of the portfolio career, however, is debatable.

What does seem clear is that the labour market cannot be captured in a few simple headlines. It seems too early, from the evidence of this latest body of research, to discern a long-term trend that can be distinguished from the short-term changes resulting from the fluctuating economic cycle.

The report also looks at job patterns in some UK regional financial centres. Many of these centres appear to have captured domestic growth in financial services from London, which, nevertheless, has successfully consolidated its role as an international financial centre.

Among the most prominent regional changes have been a fall in banking and insurance jobs in Manchester and growth in these sectors in neighbouring Cheshire. Glasgow is losing insurance jobs but will make up for these with new banking developments.

*Labour Market Flexibility and Financial Services is available from Business Strategies, 192 Vauxhall Bridge Road, London SW1V 1DX, price £7,500 plus VAT.*

Richard Donkin

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### Fixed Interest Portfolio Manager (Sterling)

Reporting to the Head of Fixed Interest, you will each be responsible for a number of funds as well as undertaking research and analysis for input into the company's investment strategy. These challenging positions are central to our corporate strategy and call for highly motivated individuals with good interpersonal and presentation skills. You should have a good degree in economics or another numerate discipline, a clear analytical approach to investment and must have a proven track record of 5 to 10 years experience in fixed interest fund management.

A competitive salary and performance related pay scheme reflecting the importance of both positions are offered and the attractive benefits package includes company car, subsidised mortgage, non-contributory pension and free private health insurance.

To apply, send your CV to: Tjona Catford, Human Resources, NPI, Grove Hill House, Grove Hill Road, Tunbridge Wells, Kent TN2 1SR.

NPI is an equal opportunities employer.



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## Fixed Income Sales

Excellent Salary + Bonus + Benefits

We are acting on behalf of a major European Bank who as part of their continuing expansion seek Fixed Income Sales people to enhance their existing Bond Team.

Responsibilities will include the distribution and sales of multi-currency Bond issues to a portfolio of institutional and retail clients in the UK and Continental Europe.

Candidates must have a sound academic background, fluency in a second European language and a successful track record of developing client relationships within a Fixed Income sales environment. These pro-active roles require individuals with strong analytical and communication skills coupled with a high level of self motivation.

For a confidential discussion please contact Keith Snow. Telephone: 0171-236 2400, Fax: 0171-236 0316 or apply in writing to Sheffield-Haworth Limited, Prince Rupert House, 64 Queen Street, London EC4R 1AD.

**SHEFFIELD-HAWORTH**  
Consultants in Search and Selection

EUROPEAN MONETARY INSTITUTE

## TWO INFORMATION SYSTEMS AUDITORS

The European Monetary Institute (EMI) was established on 1st January 1994 with its seat in Frankfurt am Main. The EMI's function is to strengthen the co-operation between its members, the central banks of the European Union, and to prepare for the establishment of a future European Central Bank. The EMI currently employs approximately 200 staff members and has its own terms and conditions of employment, including a competitive salary structure, pension plan, health insurance and relocation benefits.

The EMI is looking for candidates to fill two positions as Information Systems Auditors in the Internal Audit Office at very short notice. One vacancy is for an Information Systems Auditor (Projects) who, under the supervision of the Head of Internal Audit, will participate in the auditing of major IT projects under development. The successful candidate will be experienced in the area of payment systems, the auditing of large information systems projects from design to implementation, i.e. throughout the project life-cycle and will have an in-depth knowledge of Wide Area Networks (X.25, ISDN, S.W.I.P.T.) He/she will also be familiar with the investigation of systems security, specifically network security.

The second vacancy is for an Information Systems Auditor (On-House Systems) who, under the supervision of the Head of Internal Audit, will be responsible for the auditing of in-house systems and IT projects. The successful candidate will have experience of installation reviews, ideally in VAX/VMS, UNIX and Novell environments. He/she will be familiar with networks (LANs and WANs), and have good experience of TCP/IP and Novell IPX. He/she will also be familiar with the investigation of systems security, specifically network security.

The positions will be on a fixed-term contract basis and candidates must be a national of a Member State of the European Union.

### Qualifications

- Professional experience of between 2 and 5 years as Junior IS Auditor, preferably in the banking sector, or as an IS Engineer with financial knowledge. CISA would be an advantage.
- Good communication skills, self-motivation and a sense of initiative.
- Proven ability to produce technical studies and to present findings and recommendations in a clear and concise manner.
- Practical knowledge of the standard Microsoft Office Automation packages (MS DOS 6.2, MS Windows 3.1, MS Office Professional 4.3).
- Fluency in English and proven written ability in that language; a knowledge of German would be an advantage.

Applications, which should include a Curriculum Vitae and a recent photograph, references confirming the required experience and skills and, if possible, copies of papers and notes prepared by candidates, should be addressed to the European Monetary Institute, Personnel and Office Services Division, Postfach 10 26 31, D-60620 Frankfurt am Main, and should reach us no later than 25th March 1996.



# Global Business Controllers Zurich

Our client is a prestigious global banking organisation. Enjoying sustained profitability, an excellent credit rating and an enviable client base, it is one of the strongest and most stable forces in international investment banking and securities trading.

Headquartered in Zurich, the global product control function is being developed to enhance the quality of support and analysis provided to senior management and the trading businesses. The current need is to strengthen capacity by adding talented people to the existing team. There is sufficient flexibility to accommodate individuals with levels of experience potentially as diverse as two to ten years. The key attributes sought include:

- Intelligence, numeracy, IT literacy and analytical skills.
- Product understanding, ideally of fixed income, commodities or derivatives.
- Experience of product control and/or operational risk management, to include P&L reporting, portfolio valuation and risk monitoring. Knowledge of option theory and economic analysis would be ideal.
- Business understanding, organisational ability and relationship management skills.
- Maturity, credibility and the potential to progress.

As a gifted graduate and probably a qualified accountant, you will have the confidence to deal with colleagues and business managers at all levels and the capacity to add value from a business development perspective. You will be fluent in English; some German would be useful. A minimum three year commitment to Zurich is needed. In these high profile, business focused roles, remuneration will not be a limiting factor and career development prospects are excellent for individuals of the high quality required.

Please write to Janet Bullock at BBM Selection, quoting reference 379 and enclosing a full Curriculum Vitae that includes contact telephone numbers. All applications will be treated in the strictest confidence.

76, Watling Street,  
London EC4M 9BJ



Tel: 00 44 171 248 3653  
Fax: 00 44 171 248 2814

## Senior Salesman - International Bond Sales City

Commensurate with position  
Superb position within a global investment bank based in London

### The Company

- Major UK based international investment banking group
- Stable, profitable, prestigious

### The position

- The principal aim of this position is to work within a global investment bank, based in London, servicing a US customer base of leveraged accounts and total return money managers
- The position will also entail the production of cash, derivatives, FX and futures business
- Create trade ideas for the customer base

### Qualifications

- The individual requires a solid US account base
- Proven sales experience in International Bond Sales
- Excellent technical and cross market selling skills are essential
- Educated to degree level in finance or economics, MBA desirable

Please contact Benjamin Anderson on 0171 379 3333, or Michael Neame. Alternatively send or fax an up-to-date CV to Robert Walters Associates, 25 Bedford Street, London WC2E 9HP Fax 0171 915 8714

## Senior Trader - European Government Bonds City

Commensurate with position

Superb position for a seasoned trader (not solely a proprietary position) within a global investment bank based in London

### The Company

- Major UK based international investment banking group
- Stable, profitable, prestigious

### The position

- The principal aim of this position is to work within a team of European Government Bond traders servicing an international client base
- The post will require the positioning of relative value trades and advising front book traders on cross-book positioning
- Work with both the front book traders and the sales desk to facilitate retail flows

### Qualifications

- The individual requires proven customer experience
- Thorough knowledge and established track record in trading European Government Bonds is essential with particular experience in arbitrage strategies most notably in Germany & Italy
- Experienced in utilising derivatives to help create strategies
- Technical experience with a degree in finance, MBA desirable

Please contact Benjamin Anderson on 0171 379 3333, or Michael Neame. Alternatively send or fax an up-to-date CV to Robert Walters Associates, 25 Bedford Street, London WC2E 9HP Fax 0171 915 8714

## NON-LIFE ACTUARIES

Two exciting opportunities in a creative environment  
Excellent career prospects

City of London

Competitive Packages

The Company  
A leading international reinsurer with global operations. Recent changes have led to opportunities for two experienced and creative property/casualty actuaries.

### Role 1

The company has placed great emphasis on the sound pricing of its products. Reporting to the Actuary, General Business and operating at the leading edge of actuarial practices this role is to spearhead the pricing and reserving function. The successful candidate will be expected to lead projects in the pricing and financial framework areas.

### Role 2

In response to the changes in the global risk and financial markets, the company is looking to develop new approaches to reinsurance. This role is to work as part of a small, highly skilled team to develop innovative alternative risk transfer techniques.

For an initial discussion in complete confidence call Barbara Schellhafer on 44(0)171-236 7307 or send details to 20 Cousin Lane, London EC4R 3TE. Fax 0171-236 7705.

STEPHENS  
SELECTION

STEPHENS

Our client, one of the best known and reputable names in global financial services, wishes to augment their highly respected and professional Compliance department. Working within a S.F.A. regulated environment you will be degree educated and able to demonstrate excellent communication skills. Additionally you will be proactive, diligent and able to represent the department at all levels of the organisation. Both roles will suit individuals who are committed to a career in Compliance.

### COMPLIANCE OFFICER

The ideal candidate will have 2-3 years relevant experience, probably with an Accounting background. Your role will be to monitor securities trading activity covering all product areas, including derivatives. You will also conduct compliance reviews, assist in the preparation and updating of procedural manuals and effectively and efficiently respond to day to day queries from the operating department.

Ref: COMP/FT.

### COMPLIANCE ASSISTANT

Acting initially as the personal assistant to the Global Head of Compliance, your main function will be to assist with the co-ordination of the compliance effort in all securities and investment banking operations world-wide. It is envisaged that after a period of some 12-18 months, the candidate would progress to a Compliance Officer role.

Ref: ASSIST/FT.

The attractive salary and benefit package will depend on experience and all enquiries will be treated in total confidence. If you are interested in either role, please apply, quoting the appropriate reference and enclose a copy of your CV to:

**Sammons Associates**  
EXECUTIVE SEARCH AND SELECTION

POL'PART HOUSE, 46 FISH STREET HILL, LONDON EC3R 6BR

Tel: 0171-293 7040 Fax: 0171 623 6011

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## European Financial Institutions

London

Excellent Package

Our client is one of North America's leading banks, providing an innovative range of capital market, derivative and credit products. Sustained growth in Europe has given rise to a number of exciting opportunities to join this highly regarded team within trading room credit risk management.

### Relationship Manager

- Responsibility for all counterparty/issuer related risk for trading business with a portfolio of European industry sectors and countries.
- To proactively manage both complex and higher risk credit requests on a highly responsive basis.
- Evaluating new and existing counterparties/issuers, involving significant client contact.
- Liaising with trading room marketing groups to determine level and nature of risk.

Candidates must possess strong credit skills with a minimum of five years experience. In addition, you should have excellent communication and presentation skills together with the ambition and motivation to succeed in this growth area.

### Credit Risk Analyst

- Responsibility for supporting the development of credit relationships with European financial institutions, with particular emphasis on Germany.
- Preparation of applications with recommendations for credit limits for new and existing business.
- Assisting in the development of relationships with new counterparties.
- Maintaining a portfolio of counterparty and issuer names primarily in Germany and Central Europe.

Candidates must have a minimum of two years relevant experience and should be fluent in the German language. You should also have the ability to work as part of a team, in a dynamic and pressurised environment.

The remuneration packages for these roles are excellent, comprising an attractive base salary, performance bonus and banking benefits.

Interested candidates should telephone Simon Lewis on 0171 831 2000 or write to him enclosing a full curriculum vitae at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Fax 0171 405 9649.



**Michael Page City**

International Recruitment Consultants  
London Paris Frankfurt Hong Kong Sydney



**LE FONDS DE DEVELOPPEMENT SOCIAL  
DU CONSEIL DE L'EUROPE**

INSTITUTION FINANCIERE INTERGOUVERNEMENTALE REGROUPEANT 24 PAYS recherche

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### ■ RESPONSABLE DE ZONE A LA DIRECTION DES PRETS

Agé de 35 ans ou plus, de formation supérieure en Finances et Gestion, vous avez une expérience confirmée du financement de grands projets. Vous avez travaillé dans un environnement international au sein de banques ou établissements financiers, ou comme "Loan Officer" dans une Banque de Développement. Vous serez responsable de l'unité (3 à 4 collaborateurs) qui pilote

les projets concernant une zone géographique de 6 à 9 pays européens. Vous serez en charge des propositions de financement et les négociations avec les autorités de chaque pays. Vous coordonnerez tous les intervenants depuis les études préliminaires jusqu'au bien après réalisation. (réf. RZ/7)

### ■ CONSEILLER TECHNIQUE, EXPERT DEVELOPPEMENT SOCIAL

Agé de 30 ans ou plus, de formation supérieure en Sciences Sociales, Economiques ou Démographiques, vous avez une expérience confirmée des projets dans le domaine de la santé, de l'éducation ou des mouvements de population. Vous avez travaillé, si possible, dans une Banque de Développement et connaissez les méthodes d'évaluation et d'analyse coût/efficacité des projets ou des programmes nationaux.

Etant le seul expert du développement social au sein de l'équipe des conseillers techniques (4 agents), vous serez responsable de l'appui technique sur tous les projets de ce secteur, depuis l'instruction (évaluation des besoins, faisabilité du projet, validation des données technico-économiques, etc) jusqu'à l'achèvement et l'évaluation des résultats. (réf. CT/7)

### ■ ECONOMISTE

Agé de 28 à 35 ans, de formation supérieure en Economie, vous avez une expérience minimale de 3 ans de type "Country Economist" dans un Centre d'Etudes Economiques public ou privé, une organisation internationale de développement ou un centre universitaire.

Au sein du Département des Etudes, vous serez chargé de l'analyse et du suivi de la situation économique et sociale des 5 à 10 pays prioritaires pour l'Organisation. Vous réaliserez les synthèses permettant de définir les grandes orientations de la politique de projets et d'éclairer les choix sectoriels et géographiques. (réf. EF/7)

### ■ RESPONSABLE DU DEVELOPPEMENT AU SERVICE INFORMATIQUE

Agé de 28 à 35 ans, de formation supérieure en informatique, vous avez une expérience minimale de 5 ans dans la conduite de projets informatiques dans le secteur bancaire. Vous avez rédigé des cahiers des charges, réalisé des analyses fonctionnelles, mis en place des applications et formé les utilisateurs. Vous connaissez

également les métiers de la banque. Vous participerez à la définition d'un nouveau schéma directeur et à la refonte intégrale des systèmes d'information. Vous assurerez la coordination des projets, le suivi et le contrôle des prestataires extérieurs. (réf. RDF/7)

Les quatre postes relèvent d'un statut de fonctionnaire international.

Merci d'adresser votre dossier de candidature (CV + rémunération actuelle + n° de téléphone), en précisant sur l'enveloppe la référence du poste choisi, à Communiqué, 50/54 rue de Silly, 92513 Boulogne-Billancourt Cedex.

### APPOINTMENTS ADVERTISING

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### QUANTITATIVE ANALYST

Mathematician/Physicist/Engineer with 1st/2nd and Ph.D./M.Sc. plus 1 year's Capital Markets experience to work in top U.S. Investment Bank.

Please contact Carl Baum,  
Tel: 0171 972 0150  
Fax: 0171 972 0151

### GENERAL MANAGER, SECRETARY

Prestigious Golf & Country Club seeks top class Manager/Secretary. Age 45/55. Salary £25k neg. Accommodation, F. Board provided - no children.

Apply with CV to:  
The Chairman, Dyrham Park Golf & Country Club, Galleys Lane, Barnet, Herts EN5 4RA.

### APPOINTMENTS WANTED

#### BOOMING CUBA

Young, hardened MBA fluent in English Spanish and French with contacts in Cuba and 4 years multinational experience in Europe, Eastern Europe and C.I.S. looking for a position in a booming Cuba. Excellent references.

Contact: UK Tel (44) 1276-81068  
Fax (44) 1276-677-678



## SENIOR INSTITUTIONAL SALESMAN

### Switzerland

With over 500 offices in 70 countries worldwide, Société Générale plays a significant role in all key international markets offering a comprehensive range of products and services in capital markets and investment banking. As part of the continuing development of the Fixed Income division in London we are looking to recruit an experienced Institutional Salesman to sell a wide range of fixed income products, including option strategies and structured deals into the Swiss market, provide comment on the market significance of economic developments, advise on yield curve and spread developments, and develop cross currency flows for clients.

Candidates should have:

- at least 5 years' experience in the Fixed Income market
- an established client base including major Swiss asset managers
- a good communicator and team player
- speak French and preferably Swiss/German fluently

Applicants should contact:  
 Amanda Whiteford, Director, Head of Personnel,  
 Société Générale, Exchange House, Broadgate,  
 London EC2A 2HT.

Let's combine our talents.

Société Générale is regulated by the Securities and Futures Authority

## GRADUATE TRAINEE

"CLAIMS ADMINISTRATOR"

Excellent + Bonus

A premier commodities group with substantial oil trading, refinery and production interests, seeks ambitious recent graduate to take an initial training assignment leading to an opening within the Claims Department.

You will possess at least 2:1 or better in an Economics/numerate/financial/legal degree. Have good communication skills, be computer literate, precise, able to handle details well and preferably able to understand contract terms. Acumen to succeed in a challenging but highly rewarding environment and be able to start quickly. 1-2 years oil industry experience an advantage but not essential.

Write to Box A5296, Financial Times,  
 One Southwark Bridge, London SE1 9HL

## HENDERSON

# Business Development

### Financial Administration Services

City

#### Excellent Salary Package + Bonus

Two outstanding opportunities for highly-professional business developers to join a successful team with prestigious client list.

#### THE COMPANY

- ◆ Henderson Administration Group plc is a leading provider of high-quality funds administration services to premier institutions in the UK and Europe.
- ◆ Turnover built to over £60m in five years. Expansion of external services is a key element of Group strategy.
- ◆ Services delivered from well-established operations in London and Luxembourg.

#### THE POSITIONS

- ◆ Two excellent opportunities exist for sales people in expanding London-based team.
- ◆ One position focusing on winning business for Luxembourg office; principally administration of offshore funds and private client accounts.

- ◆ Second role developing strong market position for administration in UK of investment trusts, PEPs and private client accounts.
- ◆ Maximise opportunities from excellent foundations laid by present team, goodwill of existing clients and Henderson's reputation in marketplace.

#### QUALIFICATIONS

- ◆ Both positions demand professionalism, focus, energy and tenacity. Highly-motivated, performance-driven, effective team players.
- ◆ Track record of successful sales activity and ability to close deals, preferably in the professional service sector, essential. Knowledge of financial products administration an advantage.
- ◆ European languages and PC skills desirable.

Please send full cv, stating salary, quoting ref F540207FT for UK, or ref F540208FT for Luxembourg, to NBS, 10 Arthur Street, London EC4R 9AY



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# BUSINESS ANALYST

£40,000

Frankfurt

Hughes International GmbH, a subsidiary of General Motors Hughes Electronics, develops and manages globally integrated training programmes for internationally operating companies, as well as military and civil services. We are now developing into new and growing markets.

Your area of responsibilities will include conducting broad-based financial activities such as: supporting strategic pricing activities by analyzing costs and revenue, budgeting and planning, and preparing actual to budget analysis.

The ideal candidate should possess a degree in Finance or Business Administration and at least 6 years of finance related experience preferably in a large manufacturing company. We expect high

competency in computer skills such as financial modelling using Excel or Lotus. Systems or database management experience would be an asset.

Based at European headquarters near Frankfurt, you can expect an attractive compensation and benefits package and the opportunity to work in a dynamic team environment within a broad multicultural and fast expanding organisation.

If you are looking to join the largest global training company please send your résumé, a photograph, current salary and availability to Hughes International GmbH, Human Resources European Headquarters, Eisenstrasse 2-4, D-65428 Rüsselsheim, Germany.

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## INSTINET

A REUTER COMPANY

### Senior European Coverage Trader

Instinet, a subsidiary of Reuters Holdings plc since 1987, with annual revenues exceeding £200 million, is one of the world's most active securities brokers. Combining advanced technology and traditional brokerage, Instinet helps fund managers, brokers, market makers and exchange specialists achieve best execution in over 30 countries world-wide.

Instinet executes client orders in all European markets and has established offices in Frankfurt, Paris and Zurich to facilitate business in these countries. Due to the rapid growth of business in European markets, Instinet seeks an experienced senior European Coverage Trader to service UK and European institutions from London, in those markets where Instinet does not currently have a presence.

The ideal candidate will have at least 5 years experience covering the main European markets, either with an established institutional broker and/or a buy-side institutional dealing desk. Whilst the technology that Instinet uses is not complex, candidates should be PC literate and have a sound working knowledge of Microsoft Excel and its use in dealing rooms. Candidates should be self-motivated and eager to participate in rapidly growing and evolving European business.

An attractive remuneration package is offered.

Interested parties should send a detailed resume to:

Mr Leslie J Brady MSI  
 Instinet UK Limited  
 Commodities Quay  
 East Smithfield  
 London E1 9UN

By 22nd March 1996

All responses will be dealt with in confidence. Strictly no agencies.

## Human Resources Management - Investment Banking

Our client is one of the top ten financial institutions in Germany, a successful and profitable bank with both a strong local focus as well as an established international presence.

The Human Resources Group of this organisation is seeking a

### PERSONNEL MANAGER INVESTMENT BANKING

We are looking for a Human Resources Manager with proven investment banking experience. The successful candidate will act as adviser/coordinator for the Investment Banking division in personnel decisions, planning, hiring and coaching personnel.

You will have an excellent university degree, be highly motivated and have considerable experience of investment banking. Priority will also be given to candidates with an international background.

If you are interested in joining a dynamic team in a major German city please send your résumé (quoting "Personnel Manager Investment Banking") to: Dr. Jäger Management-Beratung, D-61462 Königstein, Seilerbahnweg 14, Fax: 0049 61 74 93 62 11. For further information contact Sabine Weller von Ahlefeld, Tel. 0049 6174 93 62 - 0.

DR. JÄGER

MANAGEMENT-BERATUNG

## SPECIALIST SALESPERSON/ANALYST

One of the leading International Equity securities firms, is seeking to strengthen their strong franchise in the financials sector by recruiting a Specialist Salesperson/Analyst.

Main responsibilities will include communicating current investment views on the financial sector to institutional clients.

The successful candidate is likely to be educated to degree level and have completed 2/3 years training within banking/insurance. This candidate will have strong written and oral communication skills, and the ability to develop creative and innovative ideas within a busy team-oriented environment, will be essential.

Interested applicants should forward their application including cv to:

Box A5320, Financial Times,  
 One Southwark Bridge, London SE1 9HL.

## EQUITY RESEARCH ANALYST

Merrill Lynch, the leading international equity securities firm, is seeking to recruit an Analyst to join its Investment Trust team.

Merrill Lynch's Investment Trust team has built up a strong reputation, based on high quality research. We are looking for another individual to join this highly successful team. Specialising in offshore country funds, this person will eventually be given responsibility for producing research reports and investment recommendations on over £10bn worth of funds.

Candidates will not be expected to have a knowledge of investment trusts or offshore funds. However we do require individuals with a strong academic background who are able to demonstrate both excellent literacy and numeracy skills. An ability to work as part of a small team is also essential.

We offer a varied and challenging career in a dynamic environment with significant scope for rapid progression. A highly attractive remuneration package will be offered to the successful candidate which reflects our commitment to rewarding individuals for their contribution to the overall success of the business.

Interested applicants should send their curriculum vitae to:  
 Andrew Walker, Personnel Manager,  
 Merrill Lynch, 20 Farringdon Road, London EC4M 3JH.



## NOMURA

### Fixed Income Research

Econometric opportunities in Financial Services

Nomura International Plc is the European operation of one of the world's largest investment banks. It has a presence in all the major European financial centres with Headquarters in London. The Debt Markets division covers the fixed-income related product range and includes European Government bonds and Eurobonds.

A specific research group has been established to provide tactical support to the division and research products to clients. This group now has a requirement for a Statistician/Econometrician.

The jobholder would support applications in the analysis and forecasting of financial and econometric timeseries. Applicants should therefore be conversant with the most recent techniques for parametric estimation, modelling and simulation of processes such as inflation, interest rate and exchange rate subject to discrete and continuous times.

In addition to these technical skills the successful applicant will also be able to demonstrate an ability to work easily within a team and convey complex ideas in an understandable manner.

Excellent Salary

Banking Benefits

London Based

In addition to a competitive base salary the Company offers a range of attractive Financial Services benefits.

Applications should be made with full CV and covering letter to:

Nicola Robertson,  
 Human Resources Department, Nomura International Plc,  
 Nomura House,  
 1 St Martin's-le-Grand,  
 London EC4A 3NP

## Global Investment Organisation

### PORTFOLIO ANALYST/CLIENT SERVICES

London

This is a unique opportunity to join a new global fund management organisation which has been formed through the acquisition of a leading asset-allocation firm by one of the world's largest investment managers.

The European Client Services Director of this new company, Cursor Alliance, seeks a numerate enthusiastic individual to work in the client servicing team as a portfolio analyst.

#### The Position:

To be responsible for maintaining and analysing performance statistics for the range of products managed within the group. To carry out portfolio analysis in response to client requests and for product design.

#### The Requirements:

The candidate should be educated to degree level with preferably a mathematical background and be numerate and logical. They must be computer literate, a good communicator, and work on their own initiative. They should have two years work experience preferably, but not necessarily in Financial Services.

If you are interested in this position please send your CV with current salary details to: Tanja Linderoos, Cursor Alliance, 66 Buckingham Gate, London SW1E 6AU.

## National Bank of Bahrain



بنك البحرين الوطني

National Bank of Bahrain is the leading commercial bank in Bahrain with assets in excess of US\$ 2.5 billion. The bank maintains strong relationships with the prime public and private sector companies within its core domestic market and, through selective expansion, has been successful in extending corporate banking services to the wider GCC market. To consolidate and strengthen its corporate banking business, NBB invites applications from outstanding professionals for the key management position of:

### Assistant General Manager, Corporate Banking

#### Major responsibilities:

- As Head of the Corporate Banking division, direct and control the bank's wholesale/institutional banking and investment activities in Bahrain, the Gulf region and internationally to achieve asset growth and earnings targets.

- Lead a team of experienced senior relationship officers in managing the requirements of major companies operating in the industrial, commercial, trade and services sectors.

- Identify and analyse market trends, develop and implement effective strategic business plans to ensure attainment of profit objectives.

#### Position requirements:

- Graduate with a masters degree.

- At least 10 years experience as a senior marketing officer with a first-rate regional / international financial institution.

- Exposure to project finance and loan syndication activities.

- Demonstrated skills in marketing, finance and credit management.

- Strong leadership, planning and analytical skills.

- Sound working knowledge and experience of GCC markets would be advantageous.

- Fluency in English and Arabic.

NBB offers an excellent remuneration package plus additional benefits.

Please forward your application to:

Senior Manager, Personnel Administration  
 National Bank of Bahrain  
 P O Box 106, Manama, Bahrain

## Ingénieur financier

ADJOINT AU RESPONSABLE DE LA CRÉATION D'OPCVM

Au sein de notre Direction des Gestions Mobilières, vous serez responsable du pôle financier pour la création des OPCVM. Votre équipe, constituée de 4 collaborateurs, aura un rôle de proposition, d'innovation sur toute la gamme des produits de gestion diffusés en France et à l'étranger. Vous travaillerez en relation étroite avec les membres du pôle réglementaire chargé de valider les aspects juridiques des produits.

Vous aurez à concevoir l'offre commerciale des gestions mobilières à partir des besoins exprimés par les équipes techniques financières, et exercerez une veille permanente sur le marché et la concurrence.

Diplômé d'une école d'ingénieurs ou titulaire d'un troisième cycle universitaire, vous maîtrisez parfaitement l'anglais, votre expérience professionnelle de 5 à 7 ans vous a permis d'acquies une bonne connaissance des instruments financiers, des produits dérivés et des OPCVM. Une expérience réussie dans la création de produits du même type sera un atout supplémentaire.

Merci d'adresser lettre de motivation, CV et prétentions, sous réf. CF/RCP, à Corinne Fondeuvre, Société Générale, Service du recrutement, Espace 21, 92972 Paris-La Défense.



CONJUGUONS NOS TALENTS.

Avec 44 000 collaborateurs dans le monde, 2 000 agences en France et plus de 500 implantations dans 70 pays, la SOCIÉTÉ GÉNÉRALE, groupe international, est active dans tous les métiers de la banque et de la finance.



ACCOUNTANCY APPOINTMENTS

Central London

£50,000 + Car + Bonus

Our client is a highly successful international organisation which has a proven track record of growth by acquisition and investment. The strategy of the group is to acquire well established manufacturing companies in secure markets and to then provide investment and management leadership to improve performance. The group is ambitious and will continue to grow from both acquisition and profit improvement.

As part of a small head office team, this position will involve monitoring the performance of a portfolio of subsidiaries. The emphasis is to gain a thorough understanding of their businesses so as to be able to contribute to their development and to report on their performance. There will be close involvement with senior management at subsidiary and group level.

The ideal candidate will be a qualified Accountant with a strong academic background, aged between 28-35 years with at least two years commercial experience preferably from within a manufacturing background. The individual should have excellent presentation and communication skills and show the energy and enthusiasm to thrive in a challenging environment.

The package will include a salary dependent on experience, a company car and the opportunity to participate in the executive bonus scheme.

For further information in the strictest confidence, contact Raj Munde, on 0171 240 1040. Alternatively, send your résumé quoting reference number 2049/09 to Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN. Fax No: 0171 240 1052.

Morgan & Banks  
INTERNATIONAL

Midlands

£60,000 - £65,000 + Package

This major PLC with expanding international interests includes a range of businesses, covering hotels, leisure and branded drinks. Its products and services are recognised as market leading brands and household names in the UK and overseas. Turnover is approximately £5 billion; the balance sheet is in excess of £3 billion.

Internal promotion has created an opportunity for a high calibre individual to join the Group as Head of Internal Audit with a brief to build on a newly introduced approach and accelerate the pace of change. You will work closely with risk management and Group companies to identify and manage key risks facing the Group and will ensure that Internal Audit maintains strong independence, integrity and control, whatever the commercial pressures. Exposure at the highest levels of the Group will be a prominent feature of the role.

A graduate ACA with between two and five years' PQE, you will have a "big 6" training, first time passes, an unblemished academic background and will be ahead of schedule for partnership or have recently moved into a comparable PLC from such a background. Rather than a career in internal audit, you are seeking a fast track to divisional finance director and beyond to the highest levels. Outstanding at managing people and change, you will be an excellent communicator, persuader and team player. You will be a self-motivating initiator with a determination to bring issues to a conclusion.

For further information in the strictest confidence, contact Raj Munde or Ian Dunbar, on 0171 240 1040. Alternatively, send your résumé quoting reference number 2047/11 to Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN. Fax No: 0171 240 1040.

Morgan & Banks  
INTERNATIONAL

# FINANCIAL CONTROLLER

AMSTERDAM, THE NETHERLANDS

£75K + CAR + RELOCATION

Our client is one of the world's leading Food & Beverages companies. With operations in more than 150 countries the company generates a turnover of approx. NLG 10 billion and employs more than 20,000 people worldwide.

Due to strong expansion foreseen over the coming years they are now looking to strengthen their Financial Control department by recruiting a controller who will be reporting to the Director of Control. The aforementioned department focuses on assisting all levels in the corporation in optimising their (financial) performance.

Your main responsibilities will be:

- designing and implementing policies and procedures in order to optimise and

realise long term strategic and operational planning by operating companies as well as Head Office;

- review and analysis of (financial) performance of operating companies and Head Office;
- assisting in acquisitions;
- innovating and upgrading management information systems.

For this most attractive opportunity it is envisaged that the successful candidate will be educated to degree level with at least 8-10 years experience gained working for international businesses, being able to demonstrate excellent career progression within senior financial positions. There is a strong preference for candidates that have been

exposed to the FMCG industry.

Excellent presentation, analytical and communication skills are essential as well as the ability to look from different aspects at the business. The business language is English, but a second European language is desirable. International travel will be required.

The group offers outstanding international career opportunities.

If you are interested in this opportunity, please contact Maurits A.N.M. Claassen on (31 20) 6444 655 or alternatively send your Curriculum Vitae to the following address: Robert Walters Associates, 'Riviersteat', Amsteldijk 166, 1079 LH Amsterdam, The Netherlands. Fax: (31 20) 6429 005. Internet: maurits.claassen@ama.robertwalters.com

ROBERT WALTERS ASSOCIATES

## Acquisitive International PLC Financial Controllers/ Directors

Throughout Eastern/Western Europe

£ Excellent Packages

Our client is a rapidly expanding, UK owned major industrial plc, with international activities covering over 40 countries. The company has an annual turnover of £1.2 billion, an impressive record of profit growth and plans for future expansion.

They now seek to recruit a number of exceptional finance personnel to take up key positions throughout Europe. They will be responsible for all aspects of financial management including monthly reporting against strict deadlines, budgeting, financial planning, local statutory accounting and systems enhancement.

Candidates will be qualified accountants with considerable UK experience, gained in either one of the major firms of accountants or within an international industrial entity. A thorough knowledge of UK GAAP is essential, and experience in treasury and taxation would be an advantage. In addition, they need to be highly computer literate, display a pro-active style and possess

excellent communication skills, being able to communicate in English and at least one other European language.

The group expects its finance controllers/directors to demonstrate general management skills; being able to identify issues, initiate actions and drive through solutions, not only in their function but throughout the business. Therefore, these positions offer substantial opportunities for the successful candidates to prove they can both manage a finance function and contribute to running operations, whilst developing a truly international career in this exciting and expanding group.

Interested applicants should forward a comprehensive CV in confidence, quoting reference 280595 to Hugh Everard, Director at Michael Page International, Page House, 39-41 Parker Street, London WC2B 5LH or fax on +44 (0) 171 404 6370.



Michael Page International

International Recruitment Consultants  
London Paris Amsterdam Düsseldorf Frankfurt Hong Kong Sydney

## wirefree

business planning  
& analysis

to £35,000 plus benefits  
Bristol

orange

Orange is one of the best known wirefree mobile phone networks in the UK - and thanks to our dynamic branding, innovative products and emphasis on value for money, we expect very soon to be confirmed as the largest, with over 440,000 subscribers.

Orange is not only setting new standards in this market, we're establishing new directions for its development. We need Business Analysts of the highest calibre to play a major role in the evaluation of our strategic plans and to develop our financial analysis of business opportunities, new products and market developments.

We currently have at least two roles, one of which will concentrate on the evaluation of strategic opportunities, new products etc. The second role will analyse competitor activities, tariffs and market developments around the world.

Both positions will have a major input to our annual strategic planning and review cycle.

A qualified accountant (CIMA) or MBA with related work experience is essential (preferably from a telecoms background). You should have an open and flexible approach with the ability to produce high quality work under tight time pressures. Good communications skills are essential.

A fully expensed company car may be available to exceptional candidates. Relocation assistance will be provided where appropriate.

If you feel you have the appropriate qualifications and experience, please write including a full CV with salary details to our consultants: Ed Groombridge or Neil Wax, FBS Financial, 4a High Street, Windsor, Berkshire SL4 1LD. Fax: 01753 621877 or call them on 01753 621866 (evenings 0171 431 4185).

## CONSULTING SERVICES TO ENTREPRENEURS

Deloitte & Touche

Deloitte & Touche, one of the world's leading accounting and advisory firms, provides professional services to clients in more than 120 countries worldwide. Early in 1995, as part of a worldwide initiative, a new Management Advisory Services division was created. It services the needs of fast growing companies in the middle market sector (turnover approximately £150m), providing, for example, Information Technology, HR consultancy, financial management and profit improvement advice. It is enjoying rapid growth and plans to double in size over the next three years. As a result, we have an immediate need to appoint consultants at all levels who have wide experience of IT and the marketplace for mid-range systems and accounting packages.

You will have had a thorough grounding in IT gained through working in a disciplined environment on large scale IT projects but, crucially, know how to apply these skills sympathetically to the middle market. You will be adaptable and have the ability to explain technology solutions in lay terms, approach problems flexibly and fully understand the risks of mid-range implementations in owner managed businesses. You will be familiar with the main issues surrounding the systems development lifecycle including strategy, bespoke development, package selection and modification, networking, client server accounting systems and their impact on business processes.

Entrepreneurial flair and creativity are essential. You will have empathy

with the middle market and enjoy the challenges of working with dynamic owner managers.

You will be a graduate and very commercially aware. IT consultancy with an accountancy background or accounting qualifications (with a minimum of two years post qualification experience) are ideal attributes. Also essential is your burning ambition to succeed in a division where only the promotable are employed. A very competitive remuneration package is offered.

To apply please contact our advising consultant Liz Hayward on 0171 626 2266 (daytime) or 0171 481 2864 (evenings/ weekends) or forward your CV to her quoting reference FIN/1403/6 at The Allison Partnership, Cannon Centre, 78 Cannon Street, London EC4N 6HH. Fax: 0171 626 2277.

MANAGEMENT ADVISORY SERVICES



c. £100,000 package  
+ benefits

Blue-Chip Multinational

South East

## Divisional Finance Director

Profitable £300 million turnover division of one of this country's most prestigious international groups has a dominant market share worldwide, over 3,500 staff and six overseas manufacturing sites. Recent promotion necessitates the appointment of a commercially minded finance professional with a manufacturing background to join the divisional board. Operational and strategic role with international travel and excellent career prospects.

### THE ROLE

- Reporting to the Divisional MD, a plc main board Director, with full responsibility for leading a 30-strong finance function.
- Close involvement with operating management in commercial negotiations and business reviews. Particular focus on product and customer profitability to improve margins and service levels.
- Key contributor to the continuing strategic growth and development of the division including acquisition reviews and integration.

### THE QUALIFICATIONS

- Graduate, qualified accountant, with structured training gained in a blue-chip environment. Manufacturing and international experience essential.
- Evidence of real ability to engage a management team in critical review and lateral thinking in taking on new ideas and initiatives. Able to facilitate change in a determined but diplomatic manner. Dynamic and persuasive.
- Proven people management, interpersonal and communication skills. Potential to progress further in finance or general management.

Leeds 0113 2307774  
London 0171 493 1238  
Manchester 0161 499 1700

**Selector Europe**  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref. F0099044,  
14 Cornmarket Place,  
London WC2R 2EP

to £55,000 + bonus  
& benefits

European Distribution

Surrey

## Finance Director

Significant organic growth and acquisition has created a new role within this profitable £80m turnover division of a UK quoted international group with a turnover in excess of £1.5bn. Challenging remit to support the Managing Director within a cost-efficient framework to underpin further European expansion. A rare opportunity to make a genuine contribution to strategic and operational management during a period of exciting change and growth.

### THE ROLE

- Responsibility for all aspects of finance and IT throughout Europe. Motivating and leading country finance teams and IT staff to provide a first-class financial management and control service.
- Actively involved in strategic planning, budgeting and reviewing key areas of the business, focusing on profit and working capital management.
- Contributing to the evaluation and close involvement in the integration of acquisitions throughout Europe, dealing directly with principals and co-ordinating third party advisors.

### THE QUALIFICATIONS

- Ambitious graduate ACA, aged 30+, ideally with a second business qualification, with excellent financial analysis and management skills gained in an international blue-chip fast moving, multi-site business. Fluency in French or German highly desirable.
- Diligent, hard-working and enthusiastic with the commercial talent to make a management contribution across the business.
- Competent, flexible and mature manager with first-class leadership and negotiation skills and the resourcefulness to thrive in an open, entrepreneurial environment.

Leeds 0113 2307774  
London 0171 493 1238  
Manchester 0161 499 1700

**Selector Europe**  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref. F0099044,  
14 Cornmarket Place,  
London WC2R 2EP

**Price Waterhouse**  
EXECUTIVE SEARCH & SELECTION

# Ever spent three months in a tractor factory outside Gdansk or negotiated a joint venture in the Ukraine or an acquisition in the Hunan province, China?

## International Finance Managers

Eastern Europe/Central Asia £65,000 + bonus + car West London

The wish list of many a finance professional...

... would include a high profile role with a big multinational; a complex mix of wholly-owned operations, joint ventures and alliances; opportunities to get involved in exploiting new markets, acquiring companies and setting up operations to take advantage of shifting scenarios; and a chance to develop commercial controls for the joint ventures you have established.

One of the world's largest...

... non-US industrial combines, our company has a US\$5 billion turnover. Currently No. 2 in the world in our market sector, we see significant potential for growth through merger, acquisition and alliance in Eastern Europe and Central Asia.

Your expertise and ambition can unlock this potential...

... because for some time now you have been mulling over how to find the right entry point to really make things happen for your career. You are probably mid-30's (to fit in with our succession planning); consider yourself as having a professional background - accountancy, banking or industry, or perhaps a finance MBA; and you have three years worth of M&A exposure, be it due diligence work through to joint ventures. If this experience is rooted in the markets we are moving into, so much the better. You are at ease operating in multi-cultural environments ranging from highly sophisticated to the most basic and spartan; as comfortable dealing face to face as you are articulate in presentations. Beyond that, our wish list would be complete if you have language skills and exposure to a non-UK work culture. Experience in the developing world would also be a plus and if you have an agricultural/industrial background with knowledge of selling products through intermediaries and independent distributors as well, that would be even better.

Your style is not...

... authoritarian, hierarchical and status minded. On the contrary - it is consensual, creative, flexible, thoroughly commercial and definitely enthusiastic with the desire to be part of an organisation that takes a global and long-term view. Beyond that, if you can combine a proactive, sleeves-up approach with a professional demeanour, if you are a self-motivated and self-reliant team player who is tougher than the going, and if you are willing to travel for long periods to parts of the map that don't necessarily have room service... then we have a fit.

In return, what you get...

... is a career as opposed to a job; a European based group with a long term perspective; and a company that actually makes things as opposed to pushing paper around. As if that were not enough, our career/succession planning offers the genuine opportunity to make a switch over the next couple of years to a broader operational finance role.

Write to our advising consultants, David Hunter or Hamish Davidson, at the address below quoting reference L/1633/FT. Alternatively call David on 0171 939 5721 or Hamish on 0171 939 5312 for a discreet conversation about turning your personal wish list into reality.

Executive Search & Selection,  
Price Waterhouse,  
No 1 London Bridge,  
London  
SE1 9QL  
Fax: 0171-403 5265  
Internet: David.Hunter@Europe.notes.pw.com

## Financial Analysis & Engineering Manager

Paris

c 350,000 FRF

Our client is a worldwide telecommunications and information systems group. One of its business units (\$130 million) providing services in these sectors is developing strongly and seek a high potential individual to support its growth.

Reporting to the Financial Manager of this business unit, you will be responsible for all financial aspects of new bids. Key areas of involvement will be to:

- Identify and estimate all financial risks and propose solutions in order to limit those risks.
- Build clever project finance mechanisms.

Candidates will be aged 30 to 35, graduate ACA, MBA or have an equivalent European

degree with a proven experience of five years in financial analysis and engineering and/or as an international financial controller. Good communication skills, international experience and strong mobility are essential as well as experience in telecommunications or High Technology sectors. Candidates must be fluent in English and German.

Applicants should forward a full curriculum vitae including photograph, telephone number and current salary details quoting ref. FLA13383 to Fabrice Lacombe at Michael Page International, 3 boulevard Bineau 92594 Levallois-Perret Cedex, France.



**Michael Page International**

International Recruitment Consultants  
London Paris Amsterdam Düsseldorf Frankfurt Hong Kong Sydney

## Audit Director - Europe Germany

General Motors was founded in 1908 and is now the world's largest industrial corporation with net income of US\$6.9 billion and employing about 700,000 staff. General Motors' product line includes Opel and Vauxhall passenger cars.

GM's International Audit Group is now seeking an Audit Director to be based from their Ruesselsheim (near Frankfurt) operations. Key responsibilities for the role will include:

- to manage audits for a wide range of operating activities throughout Europe including audits of suppliers and dealers.
- to direct special projects and investigations.
- to recruit, develop and schedule audit personnel.
- to play an important role in the management team of the International Audit Group.
- to proactively interact with and present to top GM management.

For this demanding role you will have a risk-based audit approach with a minimum of

8 years large multinational company or Big 6 CPA/ACA firm experience. You will be a graduate with excellent verbal and written communication skills,

be well organised and possess strong auditing and analytical skills. Experience of managing and developing staff is essential as is fluency in English and German. International travel of approximately 50% is required as is a recognised professional certification.

An excellent salary and relocation package is offered as well as outstanding career opportunities on a global basis in one of the world's most respected organisations. General Motors is an Equal Opportunity Employer.

Interested individuals will send a Curriculum Vitae, in English, to our advising Consultant Mr Kean August, quoting reference FT0089, on (Fax)

+44 171 209 0001, or by post to FSS Europe, Charlotte House, 14 Windmill Street, London W1P 2DY, UK. Telephone +44 171 209 1000 for a confidential discussion.



## Finance Director

Havant

£60,000 + car

■ Our client is a £60 million turnover business and is the recently acquired UK subsidiary of a US hi-tech multinational which is anticipating substantial growth within the UK and by broadening the customer base across Europe.

■ There is a requirement to recruit a Finance Director who can build a stand-alone finance function and help take the business forward. Initial key aspects of the role will be to implement new accounting and reporting systems and ensure that the department works as an integral part of the business with the production of timely and pertinent management information.

■ Candidates will be qualified accountants with senior level financial management experience gained within a sizeable manufacturing environment, preferably

with European activities. The successful individual must be able to demonstrate good staff management skills, successful implementation of systems and experience of foreign exchange management. US reporting knowledge would be advantageous.

■ Relocation assistance is available if appropriate.

■ Please send your curriculum vitae with current salary details and an explanation of how you meet these requirements to Carrie Andrews, Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NH, quoting reference CA709.

**ERNST & YOUNG**

## TREASURY MANAGER

LONDON

c£40,000 PACKAGE

Our client is a major international marketing and communications group with extensive global operations in more than 60 countries.

Group Treasury, based in London, is responsible for the development and implementation of policies relating to cash management, funding and the control of risk. This requires an extensive and effective input to operating companies around the World.

Internal promotion has now created this opportunity for a young treasury professional to join a high-calibre treasury team. Reporting to the Deputy Group Treasurer, the principal area of responsibility is the supervision and development of treasury operations in Southern European and Far Eastern countries, with an emphasis on improving cash management arrangements. A second primary responsibility is the analysis and management of the group's foreign exchange and interest rate risks.

To meet these challenges you are likely to be a graduate with an MCT or accountancy qualification, and will have had several years' treasury management experience in a multi-national corporate treasury team. A sound working knowledge of international cash management techniques is sought, together with experience in the analysis and control of currency and interest risks. In addition to an analytical, problem-solving intellect you will have the personal qualities which will enable you to work effectively with operating managers, outside advisers and bankers to achieve the required objectives. Some overseas travel will be required.

An attractive salary package is offered for this key appointment, and this will include the opportunity to earn performance-related bonuses. Opportunities for further career development within the group are excellent.

Please write, in confidence, with full career and salary details to Douglas Austin, MSL International Limited, 32 Aybrook Street, London W1M 3JL. Please quote ref. S8598.

LONDON

BELFAST

BIRMINGHAM

BRISTOL

GLASGOW

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## IT Senior Appointments

## Applying advanced techniques to business growth.

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Levels based

General Electric is a diversified technology, manufacturing and services company employing 260,000 people worldwide and generating revenues in excess of \$70 billion. Among 12 major businesses ranging from aircraft engines to broadcasting, GE Capital is one of the largest and most successful financial services companies in the world. Global Consumer Finance is one of its core businesses, providing a range of retail consumer finance packages through partnerships with prestigious blue-chip clients. We are looking for graduates to contribute to our continued expansion throughout the UK and within emerging European markets.

## Model Development Specialists

You will be responsible for developing scoring models and other statistical techniques to be used in risk management. This will involve analysing a high volume of data to determine the effectiveness of marketing initiatives, credit and risk management policy and the identification of future marketing opportunities. PC software applications will be used extensively.

You will have a knowledge of advanced statistical techniques combined with at least 12 months' experience of modelling/data analysis. A high level of computer literacy is essential while a knowledge of programming would be useful. Alongside your

technical expertise, you should have the interpersonal skills to work effectively within a multi-disciplinary environment.

## Risk Analysts

You will play a key role within the risk management function which encompasses new applications, behavioural scoring, portfolio management and collections procedures. This will involve investigating and identifying innovative new tools or strategies to improve company performance.

Your degree in a numerate discipline will need to be combined with good interpersonal skills and the ability to work on your own initiative. You must have experience of working with computerised analysis packages, and a background within a directory or financial services organisation.

We offer highly attractive salary and benefits packages and, for the right people, there will be first-class prospects for career development and diversification both within GE Capital and other GE companies.

Please write enclosing a clear and concise CV to our advising consultants, Hewitt Selection, 23 Park Drive, Hale, Altrincham, Cheshire WA15 9DG. Please quote reference 1304.



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## "World-Class Consultancy Leaders"

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Finance/Utilities

Location: Central London Based

In an industry dominated by homogenous consultancies, our client stands out from the crowd. Quite simply, our client works in partnership with customers to deliver dramatic and substantial competitive advantage, through business transformation in the UK and abroad. Many consultancies make the same claim, but our client is genuinely different.

They are an autonomous, independent management consulting operation within a leading European IT Services group, helping their clients to define, design and implement changes that align their business strategies with their people, the way their people work and the technology that they use.

But what about their own people? The culture within this organisation is open and supportive. Every member of the team is encouraged to shape the future direction of the business.

Applications are welcome from people who wish to escape the traditional hierarchies of the consulting industry and whose primary concern is to create and deliver business solutions of real significance, working in partnership with customers of varying size and background.

The successful application of this philosophy has created a number of opportunities for senior professionals who relish business development and are used to winning and managing assignments in the financial services or utilities markets.

## Divisional Heads

- To head and establish a new vertical market team in an area of financial services or utilities.
- Minimum 8 years' experience in Consultancy.
- To deliver world-class consultancy services to "blue-chip" client base.
- Combine strategic business vision with strong delivery capabilities.
- The ability to operate at the highest levels in client organisations.
- Excellent interpersonal and communication skills.
- Demonstrable track record in Consultancy and/or financial services or utilities management.

## Principal/Senior Consultants

- To work seamlessly with clients building close and participative relationships.
- Business focused with a rigorous approach to the analysis of the clients' business.
- Strong project management skills.
- Minimum 5 years' experience in financial services or utilities management. Consultancy experience would be distinctly advantageous.
- Experience of the intelligent application of technology as a business driver.
- Excellent interpersonal and communication skills.

It is expected that you will have the diplomacy, tenacity and versatility to contribute at the very highest levels.

In return, our client encourages an atmosphere of free-thinking, enabling you to flourish and progress your career working for one of Europe's leading services groups.

Rewards, as expected, are second-to-none. All positions attract a high base salary coupled with generous bonus, company car, private medical and pension schemes. To apply, please send your CV and a covering letter including current salary details and, where possible, a daytime telephone number to: Harvey Nash Plc at 13 Bruton Street, London W1X 7AH (Tel: 0171 333 0033, Fax: 0171 333 0032). Please quote reference number HN1908FT. You may also apply via [http://tape.com/Harvey\\_Nash](http://tape.com/Harvey_Nash)

HARVEY NASH PLC

Group IT Director  
Food Sector

East Midlands

c.£60,000 + Bonus + Car

This well known group enjoys a leading market position distributing fresh convenience foods into both the UK multiple retail market and across Europe. A culture of autonomy and empowerment enables its two business sectors to continue to develop at a time when retailers are taking increasing control of the supply chain.

Group IT provides functional leadership to divisional management, ensuring a cohesive systems strategy and consistency of technical standards and best practice.

## Key tasks will include:

- developing the cross-business synergies which strong functional IT leadership can deliver;
- looking for ways in which the group's impressive business and profit growth can be further enhanced through the application of IT;
- rolling out and pursuing further

improvements through the group-wide network and office platform;

ensuring the successful phased implementation of SAP R/3.

The successful candidate will have at least five years' senior management experience at a strategic level within a fast-moving consumer oriented business. Experience of manufacturing and process control would be advantageous. A consultative style, displaying high levels of commercial awareness and technical understanding, is a key quality. In addition, outstanding communication skills and a combination of strategic vision and detail orientation are essential for success in this high profile role.

Please send a full CV in confidence to GKR at the address below, quoting reference number 5011 on both letter and envelope, and including details of current remuneration.

G.K.R.S

SEARCH &amp; SELECTION

CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TEL: 0171 287 2820  
A GKR Group Company

The Walt Disney Company.

Project Leader  
Finance/Accounting Systems

Excellent Package

Location: West London

The Walt Disney Company is a name known throughout the world, that is synonymous with innovation and the finest quality entertainment. Filmed Entertainment Information Services supports three major business strands of film, video and TV. Our IT environment incorporates the application of some of the latest technologies.

The Filmed Entertainment business in Europe now seeks a Project Leader to provide them with the appropriate financial systems, using bespoke and/or package solutions. This will involve initial business analysis through liaison with the user community, package and vendor selection, development, implementation and support.

Reporting to the systems manager and with technical resource under your control, the key challenges of the role will be your project management of internal and external resources combined with the analytical ability to identify the best solutions to user problems. There is a strong "hands-on" element to the role and the successful candidate must be able to demonstrate

accounting system implementation experience with recent knowledge of LAN/PC and/or mid-range accounting systems such as JD Edwards, Coda or Sun Account. In addition, you should have at least 3-5 years project delivery experience. Of graduate calibre ideally with an accountancy qualification you should be familiar with general accounting and financial reporting, preferably gained in an entertainment, FMCG, retail or financial services environment.

This is an excellent opportunity for a key individual to work within the exciting and dynamic business environment at Walt Disney. You will experience the benefits of working within a growing organisation where new business opportunities and expansion could be your opening into new career paths.

To apply please send an up-to-date CV, including salary details and a daytime telephone number to the advising consultants, at Harvey Nash Plc, 13 Bruton Street, London W1X 7AH. (Tel: 0171 333 0033). Please quote reference number HN1934FT.

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IT professionals in business call:

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Analyst Programmer  
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at

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APPOINTMENTS

Tel: 0171 379 0333  
Fax: 0171 379 0113





## IT City Appointments



### RISK – Professionals

#### AMS Management Systems

AMS's business is to partner with clients to achieve breakthrough performance through the intelligent use of information technology. AMS is a business and information technology consulting firm that provides a full range of services: business re-engineering, change management, systems integration and systems development and implementation. AMS, which completed its 20th consecutive year of growth, has 6,000 consultants working in 47 offices worldwide. AMS's European revenues have grown at an annual rate of 97%, making the firm the fastest growing consultancy in Europe.

The RISK practice of AMS is focused on larger financial institutions. Through our 10 European offices, we assist our clients with a range of consulting services that help bridge the gap between best practices finance theory and current state. Our expertise includes mathematical concepts, organisational design, risk controlling and information technology.

Positions are now available to work initially in Europe on the design and implementation of Global Risk Management Systems. Our culture is driven by producing measurable results for our clients. We interface with all levels of the client organisation.

We deliver a range of tangible benefits such as data warehousing, VAR reports, risk engines and change management programs.

UK ♦ NETHERLANDS ♦ GERMANY ♦ FRANCE

#### C++ Analyst Programmers

£30-45,000

Analyst Programmers are required with a minimum of two years' financial systems development experience of Object Oriented design and development concepts using C++. Although Sybase Version 10 or other RDBMS would be ideal, it is not essential.

Working in highly focused business systems groups, your role will be to develop OO solutions for complex and dynamic risk systems. The ability to translate business ideas into re-usable components is critical.

You must have a basic understanding of trading products – primarily interest rate based and derivatives – with a working knowledge of Unix, preferably Solaris or HP-UX. Ideally you will have spent at least two years' in the areas of trading risk or front office systems with six months' in front/middle office.

Ref: 055/96

#### Database Architect – Sybase

£30-45,000

A talented Database Architect is required with a detailed understanding of database development concepts and at least two years' financial systems experience, using all Sybase products including supporting development utilising Replication Server.

A background in trading risk or front office systems – primarily interest rate based and derivatives – with six months' in front/middle office is also required.

Ref: 053/96

#### Senior Business Analysts

£45-55,000

Senior Business Analysts must be able to show strong structured analytical experience preferably in an Object Oriented environment with an understanding of how large financial organisations identify and control risk. A good grasp of one or more of the following product areas is required: Fixed Income, Equity, Money Market and Foreign Exchange.

You will have at least two years' experience of a number of front office trading systems with six months' in front/middle office. In addition, a strong statistical background is required to assist in the definition of risk management methodologies.

Ref: 054/96

#### Financial Engineers

£45-55,000

You will typically have at least two years' experience in trading risk or front office environments with six months' in front/middle office. In addition, a strong statistical background is required to assist in the definition of risk management methodologies.

You must be capable of defining the mathematics behind one or more of the following product ranges: Fixed Income, Equity, Money Market and Foreign Exchange and their derivatives. Your skills will include structured analysis and design in an Object Oriented environment with knowledge of the use of MS Excel or other spreadsheets.

Ref: 052/96

For a detailed discussion regarding any of the above positions please contact us quoting the appropriate reference.  
1 Groveland Court, Bow Lane, London EC4M 9EH. Tel: 0171 236 4288 or 0171 248 0393.  
Fax: 0171 236 4277. E-mail: info@citelite.co.uk http://www.citelite.co.uk

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### Derivatives Software Support & Consultancy Services

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Renaissance Software is a premier supplier of trading and risk management software within the Capital markets. Established in California and with offices around the world we have a reputation both for excellence in the innovation and quality of our products and for the calibre and expertise of our people.

As a result of continued success in Europe we wish to expand our Client Account Development Team and our Quantitative Unit in London. Our requirement is for high-calibre professionals with a proven background in derivatives products. These are key positions calling for strong client/project

management and quantitative analysis skills. Expertise in either systems integration or financial modelling are an advantage.

Self motivation and strong presentation and communication skills are seen as pre-requisites as is the flexibility to travel to overseas client sites when necessary.

Responsibilities will include identification of client product needs and opportunities and development and consultancy on implementations. These are exceptional opportunities offering substantial rewards and rapid career progression for the right candidates.

Please write or phone in confidence to our advising consultant Jane Moore at:  
ARC International, Recruitment & Consultancy Services,  
15/16 New Burlington Street, London W1X 1FF.  
Tel: 0171-287 2525 Fax: 0171-287 9688. E-mail arc@itjobs.co.uk.

### BANKING/FINANCIAL

#### DERIVATIVES

Business analysts with an in-depth knowledge of either Risk Management or Derivatives are required to join this leading world bank. Your brief will include the analysis of new systems, as well as the on-going development of new valuation and pricing models. A strong academic background coupled with a knowledge of C/C+++, SYBASE and Client/Server architecture is a distinct advantage. Superb opportunities to join this truly elite team.

to £45k  
+ BANK BENEFITS  
+ BONUS

#### OTC DERIVATIVES

Top Player in currency derivatives requires high calibre candidates with research level mathematics expertise and a good understanding of financial markets. As an integral member of this leading research team your brief will include analytics, development Monte Carlo simulations and complex pricing and risk analysis to identify opportunities in the market. Outstanding opportunities for ambitious individuals who could eventually be running their own Derivatives team in 12-18 months.

£40-50k  
+ BANK BENEFITS

#### C++/MATHS

Two financial engineers required with solid mathematics and C++ expertise. As integral members of a team supplying market risk information for fixed income, your primary activities will include relative value analysis, statistics and development of pricing tools for the trading desks. Highly numerate technicians with superior intellect need only apply.

£30-50k  
+ BONUS

#### PROJECT MANAGER/TRADING SYSTEMS

The Equities division of this leading international Investment Bank requires an experienced project manager with solid trading systems, C++ and leadership skills. You will have full budget management control and provide a 'hands on' approach to successful delivery of systems. Excellent opportunity for a 'technical' team leader to broaden their sphere of influence.

to £60k  
+ BANK BENEFITS

#### C or C++/UNIX

Premier Investment Bank requires high calibre developers. Based on the trading floor, you will develop analytic applications supporting a diverse group of Fixed Income products. Environment is SUN/UNIX/C/SYBASE moving to Object-Oriented architecture including C+++, Rogue Wave libraries, Object Centre and Rational Rose. Good degree, strong C/C++ programming and solid design skills. Preference given to candidates with SYBASE and financial expertise.

#### RISK MANAGEMENT

Top class developers with at least 18 months' SYBASE and C++ are required to join this leading international consultancy. You should have a demonstrable interest in the financial markets as well as the resilience to work in an extremely fast moving environment. Excellent prospects including European travel and rapid promotion.

to £50k  
+ BONUS

#### C++/MATHS

Two financial engineers required with solid mathematics and C++ expertise. As integral members of a team supplying market risk information for fixed income, your primary activities will include relative value analysis, statistics and development of pricing tools for the trading desks. Highly numerate technicians with superior intellect need only apply.

to £45k  
+ BONUS

ARC are preferred suppliers to the top financial institutions. This is a selection of current opportunities in the City. We have many more. Our consultants have an in-depth understanding of this market and how it can work best for you, so please call Isabel Blackley or Paul Wilkins on 0171-287 2525 to discuss your options. Alternatively please send, fax or e-mail your CV to us at: ARC International, Recruitment & Consultancy Services, 15-16 New Burlington St, London W1X 1FF. E-mail arc@itjobs.co.uk.

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### CREDIT SUISSE FINANCIAL PRODUCTS

#### IT Auditor/Consultant

London

£ Exceptional Package

Credit Suisse Financial Products continues to enjoy outstanding success in the highly competitive and dynamic environment of derivative products. The achievement of being voted "Derivatives House of the Year 1995" by Euromoney confirms our pre-eminence and our commitment to innovation and excellence. This is directly associated with our development and use of leading-edge information technology. Continued expansion in this field has created an opening for an experienced IT/accounting professional, seeking an opportunity to develop a strong understanding of the global derivatives market. This remit will also extend to Credit Suisse, London, hence offering exposure to a full range of banking operations.

Forming part of the London based Audit Group, this role will offer you the chance to make a significant contribution by providing solutions which will enhance controls and improve business processes. You will work independently on technical

IT reviews and also extensively with the financial auditors, planning and performing integrated business audits. Involvement in development projects, aimed at maintaining the bank's competitive edge, will be an integral part of the role. There will be limited travel to locations such as New York, Tokyo and Hong Kong.

You will ideally be a qualified accountant, aged 25-30, working within a 'big 6' firm or another financial institution, with experience of new technology platforms. You should also be experienced in modern development techniques and complex business requirements, enabling you to make recommendations to senior management.

In return for your expertise and commitment you will benefit from an excellent remuneration package. This will include a competitive basic salary, performance related bonus, car allowance and other banking benefits.

Interested applicants should forward a CV in the strictest confidence to our retained advisers, Guy Townsend or Robert Walker of Walker Hamill Executive Selection, quoting ref GT 3017.

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105-107 Maryn Street  
St. James's  
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14-19

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